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## **The influence of organizational culture and motivation on employee performance through work satisfaction as a variable of mediation in the directorate of post and information technology resources and equipment management**

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### **Abstract**

Organizational culture reflects the values and norms that become the vision and mission of the organization in achieving its goals. The application of good organizational culture will have a positive impact on work motivation and job satisfaction thereby increasing employee performance. Organizations that have a strong organizational culture should have a large influence on the behavior of each employee because of the high level of togetherness and intensity creating an internal climate of high behavioral control. Employees who have good performance, the employee's performance will also increase because all employees become the driving force of the organization's goals. Organizational culture as a general perception shared by all members of the organization, so that every employee who becomes a member of the organization will have values, beliefs, and behavior following organizational goals. The purpose of this study was to analyze the influence of organizational culture and work motivation on employee performance through job satisfaction. The data used are primary data through questionnaires distributed to 100 employees of the Directorate of Postal and Information Technology Resources and Equipment Control. The data analysis technique used is path analysis. The results of this study indicate that organizational culture and work motivation affect employee performance through job satisfaction.

**Keywords:** Organizational culture, motivation, job satisfaction, and employee performance

### **Introduction**

The success of an organization is influenced by the performance of individual employees, an organization will strive to improve the performance of its employees in the hope that organizational goals can be achieved. Performance is basically what employees do or don't do. Employee performance is what affects how much they contribute to the organization including output quantity, quality of output, output period, workplace attendance and cooperative attitude (Mathis and Jackson, 2011) <sup>[10]</sup>.

According to Bhaskara and Shandroto (2011), performance is a comparison between work results that can be seen in real terms with established work standards. Performance is important for the organization or company as well as for the employees themselves. Efforts that can be made to create high performance are by increasing optimal work and being able to utilize the potential of human resources possessed by employees to create organizational goals so that they will make a positive contribution to organizational development. Organizations also need to pay attention to various factors that can affect employee performance, in this case, the role of the organization is needed in increasing work motivation and job satisfaction. This is because employees who feel discomfort and are not valued at work, will not be able to develop all the potential they have, so automatically employees cannot focus and concentrate fully on their work.

From the above definition, it can be understood that employee performance is how far the level of ability to carry out organizational tasks to achieve goals following the capabilities that are owned and the program and vision and mission that have been set previously. Understanding Performance in organizations is the answer to the success or failure of

organizational goals that have been set. Agency leaders often do not pay attention to the performance of employees in the organization unless the performance is very bad.

Employee performance can be seen from the extent to which employees can achieve goals based on the vision and mission that have been set previously. For this reason, we need some information about employee performance, this information can be used to evaluate the work processes carried out by employees so far, in line with the expected goals or not. Many employees do not have information about performance in their organizations.

Job satisfaction is an individual thing, each individual has a level of job satisfaction that varies according to the desires and value systems adopted (Handoko, 2008: 192) <sup>[7]</sup>. The more aspects of his work that are following the desires and value systems adopted by individuals, the higher the level of satisfaction obtained.

Vice versa, the more aspects of his work that are not following the desires and value systems adopted by individuals, the lower the level of satisfaction obtained. Job satisfaction is a pleasant emotional state with how workers perceive their work. Job satisfaction reflects a person's feelings for his work that can be seen from the attitude of employees towards work and everything in the work environment.

Robbins (2008: 98) <sup>[14]</sup> says that employees who get job satisfaction usually have better job performance than employees who do not get job satisfaction. Employees will feel satisfied with the work that is being done or that has been carried out, if what they do is deemed to have fulfilled their expectations, following the goals they are working for. If an employee craves something, then he has hope, so he will be motivated to take action towards achieving these expectations, if his expectations are met, then he will feel satisfied. In this condition employees who get high job satisfaction are expected to have high performance as well.

In addition to job satisfaction, organizations must also pay attention to how to maintain and manage employee work motivation in working to be always high and focus on organizational goals. Maintaining employee motivation is very important because work motivation is a driving force for each individual who underlies them to act and do something. People will not do things optimally if they do not have a high motivation from within themselves to do that.

The issue of work motivation in organizations must be made as a serious concern in human resource management. Modern organizations or companies today must make their employees as assets, no longer merely as a means of production. For that, the organization needs to create a conducive condition that can make employees feel comfortable, fulfilled their needs, so it is expected that their work motivation will also be maintained to jointly achieve the organization's vision and mission. Conducive conditions can vary, depending on the characteristics of the respective organizations. But in general, they can be in the form of facilities provided, an adequate level of welfare, a clear career path, self-actualization opportunities, comfort and safety at work, old-age insurance and others.

Organizational culture is a value system that can be applied and developed continuously. Organizational culture also functions as a glue, unifier, and development that is different from other organizations that can produce impetus for achievement and can improve employee performance.

Each organization will also try to always improve the performance of its employees to achieve the goals set. Various ways an organization can take to improve the performance of its employees include improving the application of organizational culture and the ability of employees to carry out daily tasks.

Creating a suitable organizational culture to be applied in an organization requires the support and participation of all members within the organization. Employees form overall perceptions based on organizational culture characteristics which include innovation, stability, awareness of results orientation, team orientation. These characteristics are found in an organization. Employees' perceptions about the reality of their organizational culture are the basis for employees' behavior. Based on this perception raises a response in the form of support for organizational characteristics which further affect employee performance.

Organizational culture can help employee performance because it creates an extraordinary level of work motivation for employees to provide the best ability to take advantage of the opportunities provided by the organization. A strong organizational culture will foster a great sense of responsibility within members of the organization so that it can motivate them to display the most satisfying performance and achieve the goals of the organization that is serving the community. The organization will achieve its goals if managed properly. It's just that success in realizing an organization that is good, effective, and efficient, and following needs, is no longer only determined by the successful application of organizational principles, but other invisible factors also determine organizational success. These factors are the organizational culture they have (Malayu: 2012) <sup>[8]</sup>. Each organization has characteristics that differentiate it from other organizations, this characteristic becomes the identity of the organization. This characteristic is called organizational culture.

Organizational culture refers to the unique relationships of beliefs, norms, values, and ways of behaving that characterize how groups or individuals get things done. Organizational culture contains values that must be understood, imbued, practiced together by all individuals or groups involved in it. Culture is related to how organizations build commitment to realize a vision, win the hearts of customers or stakeholders, win a competition, and build organizational strength. According to Huntington, culture determines the progress of every organization, no matter what type of organization it is. (Zebua, 2009: 3-4) <sup>[20]</sup> Organizational culture is the "spirit" of the organization because there is an organization's philosophy, vision, and mission that will become an important force for organizations to compete.

Existing culture in an organization will affect the way work is done and the way employees or members in the organization behave and cause the employees or members to have the same perspective in carrying out work activities. Behavior that is in line with organizational policies will be able to create improved employee performance so that quality employee performance matches organizational expectations. Employees who already understand the overall values of the organization will make these values the personality of the organization. These values and beliefs will be transformed into their daily behavior at work so that organizational culture will also have an impact on organizational efficiency and effectiveness.

Organizational culture should be owned by organizations including government agencies so that employees have values, norms, references, and guidelines that must be implemented. Organizational culture is also a unifying employee, conflict reducer, and employee motivator in carrying out tasks properly so that a positive effect on employee behavior and performance. An organization that has a strong culture will produce a good performance in the long run.

## Literature review

### Employee performance

Understanding employee performance refers to the ability of employees to carry out overall tasks that are their responsibility. These tasks are usually based on indicators of success that have been applied. As a result, it will be known that an employee is at a certain level of work.

Mangkuprawira (2009: 218-219) said that performance is a matter, or the level of the overall success of a person during a certain period in carrying out the task compared with various possibilities, such as work standards, targets, or targets or criteria that have been determined in advance and have been agreed together.

According to Wibowo (2016: 19) <sup>[18]</sup>, performance is a management style in managing performance-oriented resources that carry out open and sustainable communication processes by creating a shared vision and strategic and integrated approach as a driving force to achieve organizational goals. According to Rivai and Sagala (2009: 548) <sup>[13]</sup> argued that: "Performance is a function of motivation and ability to complete one's tasks or work duly have a certain degree of willingness and level of ability.

Performance can be interpreted as the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined through an organization's strategic planning. Indicators used to measure employee performance according to Robbins (2008: 260) <sup>[14]</sup> are as follows: quality, quantity, effectiveness and work commitment.

### Organizational culture

Organizational culture as a set of values and norms that control organizational members interact with others and with suppliers, consumers and other people outside the organization. Organizational culture consists of the final state that the organization strives to achieve (terminal values) and models driving organizational behavior (instrumental values). Ideally, instrumental value helps an organization achieve its goals. Different organizations have different cultures because they process different goals and instrumental values.

Organizational culture is the style and way of life of an organization which is a reflection of the values or beliefs held by all members of the organization, organizational culture is a pattern of beliefs, values, rituals, myths of members of an organization that affect the behavior of all individuals and groups in the organization (Ernawan, 2011) <sup>[4]</sup>.

It also added that organizational culture influences most aspects of organizational life, such as how decisions are made, who makes them, how rewards are shared, how people are treated, and how the organization responds to its environment. Other definitions of organizational culture are presented by Tika (2010: 4) <sup>[11]</sup> the organizational culture is

the body of solutions to external and internal problems, that has worked consistently for a group and that is taught to new members as the correct way to perceive, think about and feel concerning those problems.

Meanwhile Wibowo (2016: 15) <sup>[18]</sup>, organizational culture as what is felt by workers and how this perception creates patterns, beliefs, values, and expectations ". Following Mangkunegara (2011; 133) <sup>[9]</sup> organizational culture is a set or assumption or system of beliefs, values , and norms developed in organizations that serve as guidelines for behavior for members to overcome the problem of external adaptation and internal integration, Chatab (2007: 10) <sup>[3]</sup> organizational or corporate culture is a pattern of values, norms, beliefs, attitudes and assumptions that can no longer be articulated, but rather shapes and determines how people behave and resolve something". The indicators used to measure employee performance are as follows: organizational mission, consistency, adaptation, and engagement.

### Motivation

Every individual has internal and external conditions that play a role in his daily activities. One of the internal and external conditions is motivation. Motivation is formed from the attitude of an employee in dealing with work situations. Motivation is a condition that moves employees to lead to efforts to achieve organizational goals. Organizations that can succeed well if accompanied by the activities of the utilization of human resources, especially employees optimally.

Therefore the organization must be aware of the techniques that can be used to maintain the survival of the organization, which of course is strongly supported by good work performance to produce high productivity. Motivation arises because there is a need and therefore the action is directed towards achieving certain goals. If the goal has been achieved, satisfaction will be achieved and tends to be repeated, so that it is stronger and more stable. Maslow's hierarchy of needs according to Maslow (Robins, 2008: 78) <sup>[14]</sup> states that motivation is based on the level of needs arranged according to priority strengths. If the needs at the lower levels have been met, this condition raises the need to meet behaviors that demand higher needs. The lowest level of need is physiological needs or the need to continue to live such as the need to eat, sleep, air and so on. After these needs are met, the next need is the need for safety/security. The core role of motivation in shaping behavior and specifically in influencing employee performance in organizations cannot be doubted. The views of some experts on theories and concepts of work motivation:

Simamora (2008: 55) <sup>[16]</sup>, work motivation is a function of individual expectations that certain efforts will produce a level of performance which in turn will produce the desired rewards or results. Winardi (2007: 89), motivation comes from the word motivation which means "to move". Work motivation is the result of several processes that are internal or external to an individual, which causes enthusiasm and persistence in carrying out certain activities

To improve organizational performance an employee requires motivation as a motivator and passion for completing all functions and responsibilities. As for the indicators of motivation according to Syahyuti (2010) <sup>[17]</sup>, there are 3 (three), namely: morale, initiative, sense of responsibility.

**Job satisfaction**

Job satisfaction is a very important thing that must be owned by someone at work. Each employee has a different level of job satisfaction, it will be different for each individual in achieving job satisfaction. The more aspects of the job that are in line with the individual's expectations, the higher the level of satisfaction that is felt.

According to Robbins and Judge (2013: 99) <sup>[15]</sup> job satisfaction is defined as a positive feeling about one's work that is the result of an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about the job, while someone dissatisfied has negative feelings about the job.

Wexley and Yukl (Bangun; 2012) <sup>[1]</sup> say that job satisfaction is a generalization of attitudes towards work. The various attitudes of a person towards his work reflect pleasant and unpleasant experiences at work and his hopes for future experiences. Work that is fun to do can be said that the work gives satisfaction to the leader. In the opposite event, dissatisfaction will be obtained if a job is not pleasant to be done.

Luthans (2006: 243) <sup>[5]</sup> defines job satisfaction as a result of employees' perception of how well their work provides what is considered important. Job satisfaction is an emotional response to work situations, thus job satisfaction can be seen and suspected. Job satisfaction is often determined according to how well the results achieved meet or exceed expectations. Job satisfaction also represents several interrelated attitudes.

According to Mathis and Jackson (2011: 121) <sup>[10]</sup> job satisfaction is a positive emotional state that is the result of evaluating one's work experience. Employee dissatisfaction will appear. Every employee always wants to get

satisfaction in doing every job. Where satisfaction at work can affect the performance held by an employee. Job satisfaction is the attitude and feeling of being happy or not an employee in carrying out a job. Job satisfaction can also be interpreted as a match between an employee's expectations with the benefits he gets from his work. Indicators that can affect employee job satisfaction according to Hasibuan (2012) <sup>[8]</sup> include the discipline of work time, employee turnover, attendance.

**Research methods**

The population is a generalization area that consists of objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2005). The sample is a portion of the population to represent the entire population, (Surakhmad, 2001) <sup>[19]</sup>.

The sample is the selection of elements (members or units) of a population that is used to make the sample used in this study is the number of employees in the office of the Directorate of Post and Information Technology Resources and Equipment as much as 100 (one hundred) people. The number of samples taken based on the population of sampling employees is called the saturated sample.

The object of the study was conducted at the Directorate of Post and Information Technology Resources and Equipment Management. Testing the hypothesis in this study is to use linear regression with path analysis.

**Research results and discussion**

**Path analysis**

To see the results of the hypothesis it can be seen from the following table:

**Table 1:** Path Coefficient Results

Variable	T Statistics	Minimum Value	Conclusion
X1 → Y	2,009	1,984	Organizational Culture influences the Performance of the SDPPI Control Directorate Employees
X3 → Y	1,701	1,984	Job Satisfaction does not significantly affect the Performance of the SDPPI Control Directorate Employees
X2 → X3	12,494	1,984	Work Motivation affects the Job Satisfaction of the SDPPI Control Directorate
X2 → Y	10,978	1,984	Motivation affects the Performance of the SDPPI Control Directorate Employees

The minimum coefficient value needed according to (Ghozali, 2011) <sup>[6]</sup> is 1.65 so that each result above the value exceeds the number so that starting with Ho and positive values indicate the higher the value of the independent variable the higher the value of the dependent variable and vice versa.

The structural equation model used as a whole consists of two exogenous variables, one intervening variable, and one endogenous variable. Table 1, shows that estimates of standardized direct effects, estimates of standardized indirect effects and estimates of standardized total effects.

**Table 2:** Causality test of research variables and hypothesis tests

No	Hip.	Variable			Regression Coefficient			
		Exogenous	Mediation	Endogenous	Direct		Indirect	Total
					Coef.	Prob.		
1	1	X1	X3		0,159			
	2	X1		Y	0,122			
	3		X3	Y	0,071		0,159 x 0,071 = 0,11	
	4	X1	X3	Y				0,122 + 0,11 = 0,232
2	1	X2	X3		0,826			
	2	X2		Y	0,920			
	3		X3	Y	0,071		0,826 x 0,071 = 0,058	
	4	X2	X3	Y				0,920 + 0,058 = 0,978

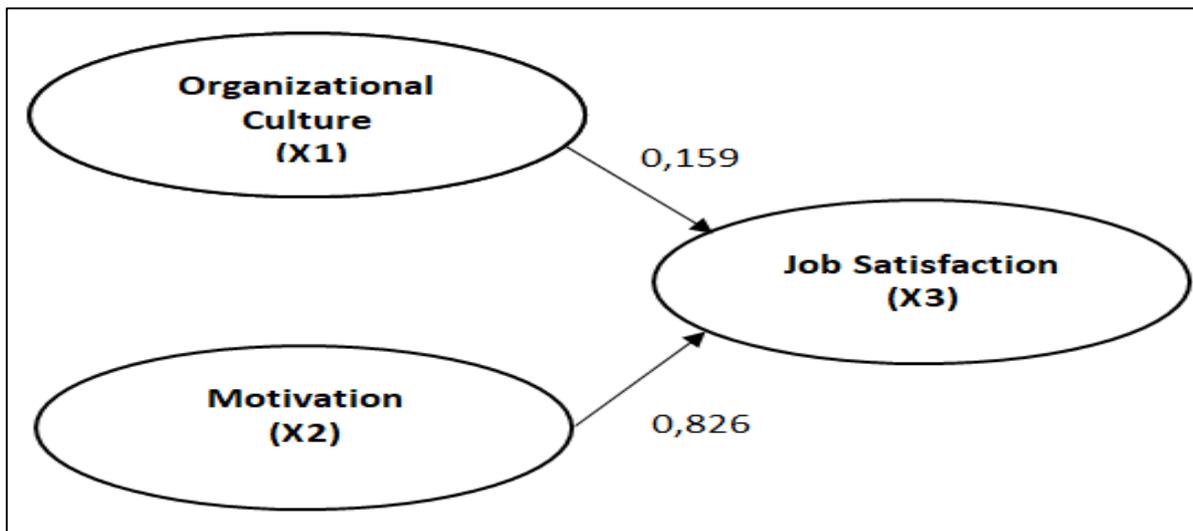
Information \* p-value (probability value) < 0.05

The results of the analysis show that all direct, indirect or total paths in the structural equation model have a significant effect (p-value or probability value <0.05). In Table 2, it can be concluded that the estimated total coefficient of organizational culture on employee performance through job satisfaction values of 0.232 is smaller when compared with the estimated coefficient of total work motivation, which is 0.978.

**Hypothesis testing**

**a. The effect of organizational culture and work motivation on job satisfaction.**

Based on the path analysis the influence of organizational culture and work motivation on job satisfaction can partially be described as follows.



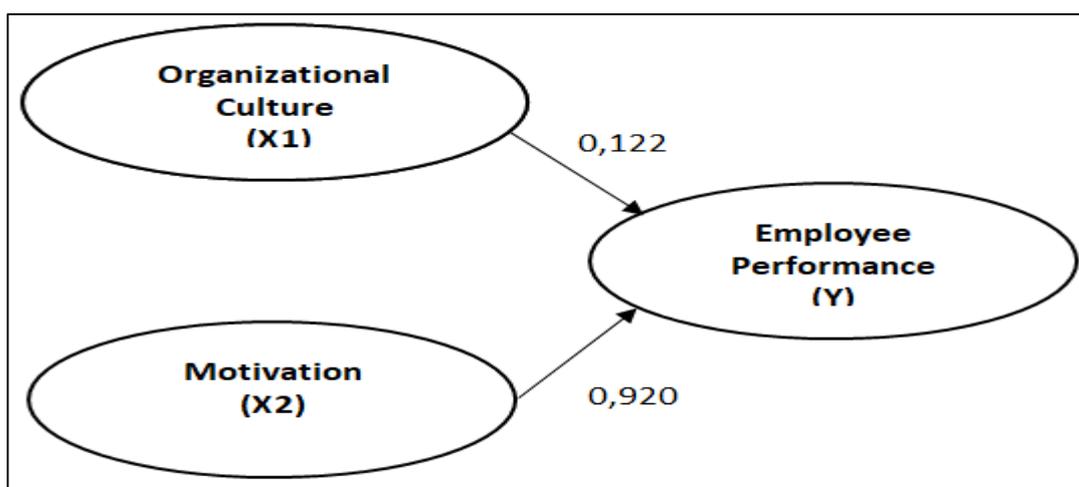
**Fig 1:** Path analysis of the effects of X1 and X2 on X3

Based on Figure 1 it can be seen that the direct influence of organizational culture on job satisfaction is 0.159. The direct effect of work motivation on job satisfaction is 0.826. The first hypothesis states that organizational culture and motivation have a positive and significant effect on job satisfaction. Hypothesis test results indicate that the probability value generated for the two pathways tested is less than 5% (p-value <0.05), meaning that organizational culture and motivation have a positive and significant effect on employee performance following the hypothesis, the first hypothesis is tested. The results of the study prove that the

theoretical and empirical study states that there is a causal relationship between organizational culture and work motivation on job satisfaction of the Directorate of Post and Information Technology Resources and Equipment Management.

**b. The effect of organizational culture and work motivation on organizational performance**

Based on the path analysis the influence of organizational culture and work motivation on employee performance can partially be described as follows.



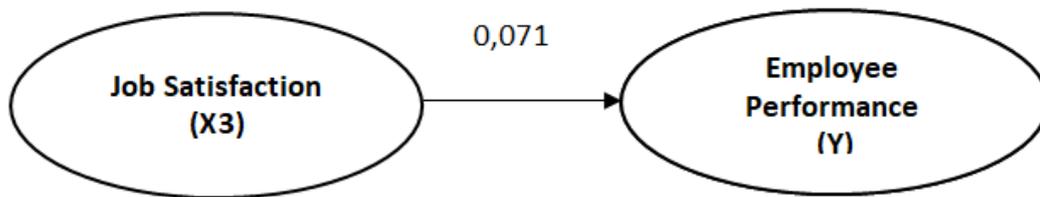
**Fig 2:** Path analysis of the effect of X1 and X2 on Y

Based on Figure 2 it can be seen that the direct influence of organizational culture on employee performance is 0.122. The direct effect of work motivation on employee performance is 0.920.

The second hypothesis states that organizational culture and work motivation have a positive and significant effect on employee performance. Hypothesis test results indicate that the probability value generated for the two pathways tested is less than 5% (p-value <0.05). The results of the study

prove that the theoretical and empirical study states that there is a causal relationship between organizational culture and work motivation on employee performance that can be used for research in the Office of the Directorate of Post and Information Technology Resources and Equipment Management.

**c. Effect of job satisfaction on employee performance**  
Based on the path analysis the influence of organizational culture and work motivation on employee performance can partially be described as follows.



**Fig 3:** Path analysis of the effect of X3 on Y

Based on Figure 3 it can be seen that the direct effect of job satisfaction on employee performance is 0.071.

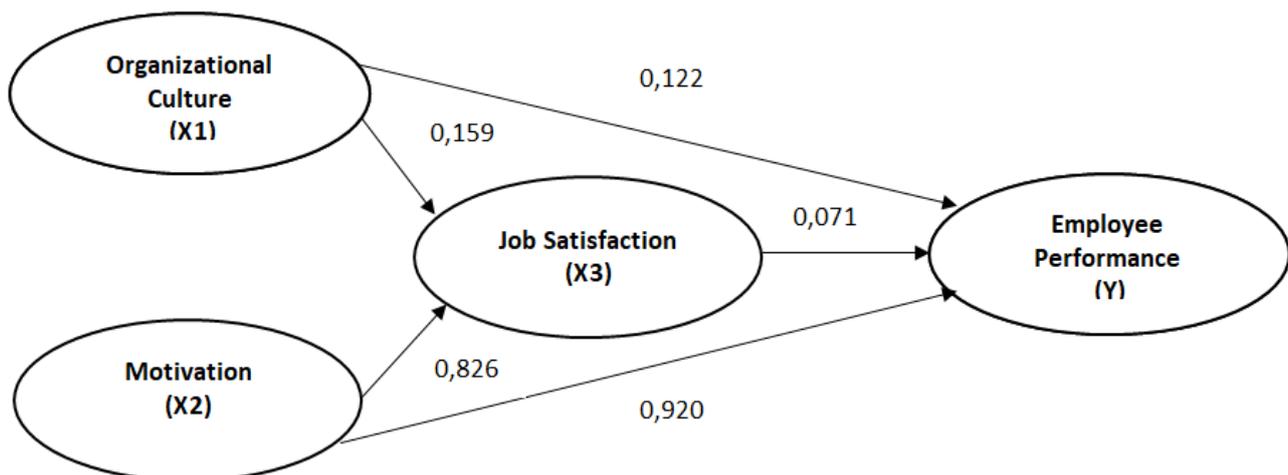
The third hypothesis states that job satisfaction has a positive and significant effect on employee performance. The p-value of 0.008 is smaller than 0.05 (p-value <0.05), meaning that H0 is rejected or Ha is accepted. Hypothesis test results indicate that the probability of a positive and significant effect on employee performance. Thus, the third hypothesis is tested. The results of the research prove that based on theoretical and empirical studies, there is a causal relationship between job satisfaction and employee performance at the Directorate of Post and Information Technology Resources and Equipment Management.

**d. The effect of organizational culture and work motivation on employee performance through job satisfaction**

Based on the path analysis of the influence of organizational culture and work motivation on employee performance through job satisfaction can be described as follows.

The fourth hypothesis states that organizational culture and work motivation have a positive and significant effect on employee performance through job satisfaction. The influence of exogenous variables on mediating variables and the effect of mediating variables on endogenous variables can be determined through the standard coefficients of direct, indirect and total influence. Hypothesis test results indicate that the probability value generated for the path under test is less than 5% (p-value <0.05).

The results of the study prove that organizational culture and motivation have a positive and significant effect on job satisfaction. Likewise, job satisfaction has a positive and significant effect on employee performance. Thus, the fourth hypothesis is tested. Means the results of the study prove that theoretically and empirically states organizational culture and motivation have a causal relationship to employee performance through job satisfaction that can be used for research in the Directorate of Post and Information Technology Resources and Equipment Management.



**Fig 4:** Analysis of the influence path X1, X2, X3 on Y

Based on Figure 4, it can be seen that the direct influence of organizational culture on employee performance is 0.122. The influence of organizational culture on employee performance through job satisfaction is  $0.159 \times 0.071 = 0.011$ . The direct effect of work motivation on employee performance is 0.920 while the effect of motivation on employee performance through job satisfaction is  $0.826 \times 0.071 = 0.58$ . In this case, the indirect effect is smaller than

the direct effect so it can be said that the job satisfaction variable is not intervening.

**Discussion**

**1. The influence of organizational culture and motivation on job satisfaction of the Directorate of Post and Information Technology Resources and Equipment Management**

One of the efforts of the Directorate of Post and Information Technology Resources and Equipment to increase job satisfaction is to change the system of organizational culture that is more innovative. Organizational culture will support the creation of good working relationships between other sub-directorates. Job satisfaction will provide a perception of organizational culture by comparing the work and salary received. If the organizational culture is well created, job satisfaction will also be felt by the employees themselves.

Work motivation can improve employee performance. Motivation is given to improve employee performance further with increasing employee performance, the objectives of the Directorate of Post and Information Technology Resources and Equipment will be well achieved. Motivation will give employee morale to employees. Motivation is given to improve employee performance. In addition to motivating work motivation also aims to prevent employees from feeling unappreciated.

## **2. The influence of organizational culture and work motivation on employee performance of the Directorate of Resources and Equipment Control of Post and Information Technology.**

Employee performance can be interpreted as meeting organizational expectations due to what the organization expects the following reality. The achievement of employee performance is aimed at maintaining the continuity of the Directorate of Post and Information Technology Resources and Equipment to continue to understand the organizational mission. If every employee understands and understands the mission of the organization, employee performance will be achieved well and in line with organizational expectations. Furthermore, it will encourage employee performance to increase, and the community will also feel a better impact. And the reputation of the Directorate of Post and Information Technology Resources and Equipment will be better. The findings of the research show that any improvement in organizational culture and motivation is getting better and can improve employee performance.

Rismawati (2008: 24) explains that organizational culture is the rule of the game that exists within the organization which will become the handle of human resources in carrying out their obligations and values to behave in the organization. These values are reflected in their daily behavior and attitudes while they are in the organization and when representing the organization dealing with outsiders. In other words, organizational culture reflects the way employees do things (make decisions, serve people, etc.) that can be seen clearly and felt especially by people outside the organization.

## **3. The effect of job satisfaction on employee performance at the Directorate of Post and Information Technology Resources and Equipment Management**

Job satisfaction prioritizes the interest in doing the work provided following the abilities of each employee. The findings of the research shows that job satisfaction encourages employee performance improvement means that the organization's mission can run as expected.

Someone who experiences job satisfaction with the work done will produce maximum performance. The more fulfilled the aspects of job satisfaction, the higher the level of employee performance. Job satisfaction can be formed from equipment that is used fully, feeling satisfied with

environmental conditions and supporting administrative systems. This will encourage employees to try to achieve performance that has been determined. However, if employees experience dissatisfaction with the equipment used, environmental conditions and the administration system will affect the work performed. This can affect the performance generated in completing work promptly and meet the demands of work in quantity and quality.

## **4. The influence of organizational culture and work motivation on employee performance through job satisfaction of the Directorate of Post and Information Technology Resources and Equipment Management**

The results of research on the role of organizational culture and motivation on employee performance through job satisfaction are an important part of the discussion because it has been tested that organizational culture and motivation can improve employee performance. The facts show that organizational culture and motivation are choices to improve employee performance. However, motivation is better able to improve the performance of employees of the Directorate of Post and Information Technology Resources and Equipment compared to organizational culture. Functional values that are part of job satisfaction will be considered by the leadership of the Directorate of Resources and Equipment Control of Post and Information Technology which establishes an organizational culture and motivation to improve employee performance.

This study only took a sample in the Directorate of Post and Information Technology Resources and Equipment Management making the results of this study as a case study and the ability of generalization is limited to the same conditions. Another limitation is that the results of this study are still doubtful of the sincerity and honesty of the respondents in answering each statement, considering filling in the answers to the questionnaire only once or not repeatedly.

## **Conclusions**

Based on the results of research on the influence of organizational culture and work motivation on employee performance of the Directorate of Resources and Equipment Control Post and Information Technology through job satisfaction as a mediating variable, the following conclusions can be drawn;

1. Organizational culture and work motivation, support increased job satisfaction.
2. Employee culture and work motivation, supporting the improvement of employee performance.
3. Job satisfaction supports improving employee performance.

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