

# THE ROLE OF JOB SATISFACTION MEDIATION ON ORGANIZATIONAL CULTURE AND MOTIVATION AND ITS IMPACT ON EMPLOYEE PERFORMANCE IN THE PROVINCE OF BALI psychiatric hospital

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## ABSTRACT

The purpose of this study was to determine the impact of mediation of job satisfaction on organizational culture and motivation and its influence on employee performance in the Bali Provincial Mental Hospital. In this study the variables tested were the influence of organizational culture and motivation on employee performance with satisfaction as the mediating variable. The population in this study were employees of the state civil apparatus with civil servant status and had worked for at least 5 years in the Mental Hospital of the Province of Bali, totaling 120 with details of 30 employees in management and 90 employees in services. The sampling technique in this study used the Saturated Sampling Technique, where all of the population in this study were taken as a sample of 120. Inferential analysis techniques were used to test the empirical model and hypotheses proposed in this study. The analysis technique used is a structural equation model (Structural Equation Modeling – SEM) based on variance or component-based SEM, known as Partial Least Square (PLS). The research results show that: Organizational culture is proven to have a positive and significant effect on job satisfaction. Motivation has a positive and significant effect on job satisfaction. Organizational culture has a positive and significant effect on employee performance. Motivation has no positive and significant effect on employee performance. Job satisfaction has a positive and significant effect on employee performance. Application of job satisfaction able to mediate the indirect influence of organizational culture on employee performance. Application of job satisfaction able to mediate the indirect influence of motivation on employee performance.

**KEYWORDS:** Job Satisfaction, Organizational Culture, Motivation and Employee Performance.

## 1. INTRODUCTION

The Bali Province Mental Hospital (RS) as one of the providers of health services, especially mental health services, is the only Mental Hospital in the Province of Bali so that it is the main hope of the community to get quality mental health services. Improving mental health services is a challenge for the Bali Province Psychiatric Hospital to realize its Vision, namely to become a reference for international standard mental health services and education with the philosophy of "nangun sat kerthi loka bali" towards atma kertih lan jana kertih, where improving human resource performance is an important key in achieving the vision. From the data obtained in terms of Bed Occupation Rate (BOR) or the percentage of bed usage at a certain time unit, it gives an overview of the high and low levels of bed utilization in the Bali Provincial Mental Hospital, where in 2019 the average annual BOR was 60% then decreased in 2020 to 55% and increase slightly in 2021 to an average of 57% per year. While the ideal BOR parameter value is between 60-85% (Depkes RI, 2005). This data is inversely proportional to the 2018 Basic Health Research (Riskesdas), which shows that more than 19 million people aged over 15 years experience mental emotional disorders, and more than 12 million people aged over 15 years experience depression (Rokom, 2021). The data shows that the Indonesian state has not been able to properly solve mental health problems and the existence of a pandemic has actually increased sufferers of mental disorders, which if left unchecked will have a negative impact. With this phenomenon, especially BOR achievements at the Bali Provincial Mental Hospital, it should increase because the data shows that the number of sufferers of schizophrenia and psychosis in family homes is 5,559, sufferers of depression and mental emotional disorders are 15,260 (Riskesdas Bali, 2018).

Based on the results of a pre-survey of 20 employees at the Bali Province Mental Hospital showed that the factors that most influenced the performance of employees at the Bali Province Mental Hospital were organizational culture with a percentage of 25%, motivation 25% and job satisfaction 20%. Researchers' observations regarding this phenomenon regarding organizational culture, motivation and satisfaction do need special attention in terms of employee performance. An understanding of the Vision and Mission of the organization which is a derivative of the Vision and Mission of the Governor of Bali Province of Bali must be very well understood in its implementation. Employees should pro-actively carry out their duties without waiting for instructions from the leadership to carry out their duties, authorities and responsibilities and this has been stated in the Employee Performance Targets (SKP) made at the beginning of the year so that it will have a direct impact on the performance achievements of the employees themselves and the achievements of the organization as a whole. For example, in terms of increasing the achievement of BOR in the Bali Provincial Mental Hospital, which has only reached 50% on average, there is a great need for improvement in organizational culture, motivation,

Based on With these factors above, the researchers took organizational culture and motivation factors as variables that were indicated to affect employee performance and job satisfaction as factors that mediated employee performance at the Bali Provincial Mental Hospital. For every organization, employee performance is very important because by having employees who have good performance, the goals of the organization will be easier to achieve.

Organizations have different cultures from one another. Each has its own philosophy and business principles, ways of solving problems and making decisions, and has its own beliefs, attitudes and patterns of thinking, business practices and personality. Organizational culture is a system of shared values and beliefs taken from the habit patterns and basic philosophy of its founders which then interact to become norms, where these norms are used as guidelines for ways of thinking and acting in an effort to achieve common goals (Umar, 2010). This is supported by research conducted by Hidayat (2019) who found that there is a positive and significant influence of organizational culture on employee performance.

Motivation can be seen as a change in energy within a person which is marked by the emergence of a feeling, and is preceded by a response to a goal. Motivation is the basic impetus that moves a person or the desire to devote all energy because of a goal. As stated by Mangkunegara (2018: 61) motivation is a condition or energy that drives employees who are directed or directed to achieve the company's organizational goals. The positive mental attitude of employees towards work situations strengthens their work motivation to achieve maximum performance. Three elements are the key to motivation, namely effort, organizational goals, and needs. So motivation in this case is actually a response to an action. Motivation arises from within humans because of encouragement by the existence of an element of a goal. This goal concerns the matter of need; it can be said that there will be no motivation if there is no felt need.

Achievement of employee performance that is expected by the company, then motivation is needed for employees. Giving motivation to someone is a chain that starts from needs, creates desires, creates actions, and produces decisions. Of the various stages of providing motivation, the main factors are needs and behavior direction. Giving motivation must be directed to the achievement of organizational goals. Only with clarity of purpose can all personnel involved in the organization easily understand and implement it. This is supported by research conducted by Mahardhika et al., (2021), Andayani et al., (2019) which states that work motivation has a positive and significant effect on employee performance.

Job satisfaction is an emotional attitude that pleases and loves his job. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed at work, outside of work and a combination of the two (Hasibuan, 2016: 202). According to Maryoto (2000) the problem of job satisfaction will be carried out and fulfilled if several variables that influence support such as organizational culture and motivation. The factors that affect job satisfaction can arise from the variables of organizational culture and motivation.

Adiwantari's research (2019) found job satisfaction to have a positive effect on employee performance, Nugraha's research (2022) found job satisfaction to have a positive and significant effect on civil servant performance. Different results were obtained by several studies showing differences (Research Gap) including Theresia and Bangun, (2018) found that job satisfaction had a significant negative effect on performance, Ackhriansyah Ahmad Gani (2020) found that Job Satisfaction had no positive and insignificant effect on Nurse Performance and research by Moch Alfiansyah (2021), Nabawi (2019) found job satisfaction has no effect on employee performance.

Job satisfaction is a mediating (intervening) variable in this study, a mediating variable is a variable that influences the relationship between the independent variables and the dependent variable (Sugiyono, 2017:40). Job satisfaction is assumed to be able to mediate the influence of organizational culture and motivation on employee performance in the Bali Provincial Mental Hospital. Several empirical studies on job satisfaction as a mediating (intervening) variable include the research conducted by Sari et al. (2021) which states organizational culture has an indirect effect on performance through job satisfaction, and Azlen et al. (2022) which states that job satisfaction is able to mediate the influence of organizational culture on employee performance. Prabowo's research (2018) states that partially job satisfaction mediates the effect of work motivation on employee performance. Different results were expressed by Pancasila et al. (2020) which states that job satisfaction does not mediate the effects of work motivation toward employee performance.

Research conducted by various previous experts such as research conducted by Sawuwe (2018), Putra et al., (2019) found that organizational culture variables had a positive and significant effect on job satisfaction. Research conducted by Gabriel (2018) found that organizational culture variables had a positive effect on job satisfaction. Different results were obtained by several studies showing differences (Research Gap) Sopariyah (2018) found that organizational culture variables had no effect on job satisfaction, Hamsal's research (2021) found organizational culture results had a negative and insignificant effect on job satisfaction and Ningrum's research (2022) found that organizational culture has no significant effect on job satisfaction.

Another thing that affects performance is motivation. Cong and Van (2013) define motivation as a set of factors that cause a person or employee to perform their duties in a special way. Motivation has the potential to be one of the most important means of shaping job satisfaction and influencing employee performance. Employees with high motivation will be enthusiastic at work, this will be able to improve their performance (Beal and Steven, 2007). Motivated employees will feel satisfaction at work so that they are able to improve their performance and are influential in providing services (Sarwar and Abugre, 2013) to the community in accordance with the main tasks and functions of their respective departments.

Research conducted by Ainanur et al., (2018) found that motivational variables affect employee performance. Research conducted by Wahyudi (2019) found that the effect of motivation on employee performance partially had a positive and significant effect and research conducted by Andayani et al., (2019) found that motivational variables had a positive and significant effect on employee performance. Different results were obtained by several studies showing differences (Research Gap) research conducted by Mutia (2018) found that motivational variables had no effect on employee performance and research conducted by Harahap et al., (2019) found that work motivation variables had no significant effect on job satisfaction.

Based on the various phenomena and research results, the researcher is interested in conducting research related to the mediating impact of job satisfaction on organizational culture and motivation and its effect on employee performance at the Bali Provincial Mental Hospital.

## 2. LITERATURE REVIEW

### 2.1 Theory

#### 1) The Effect of Organizational Culture on Job Satisfaction

Organizational culture is said to provide guidelines for an employee how he or she perceives the cultural characteristics of an organization. Values needed by employees at work, interacting in groups with systems and administration, and interacting with their superiors. Organizational culture can increase employee job satisfaction.

Robbins (2001) states that someone who has high job satisfaction tends to behave positively towards his work, and vice versa someone who is dissatisfied tends to have a negative attitude towards his work.

Research conducted by Sasuwe (2018) states that organizational culture and stress have a positive and significant effect on job satisfaction. Likewise with the research conducted by Suparta et al. (2019) stated that organizational culture and organizational commitment have a positive and significant effect on employee job satisfaction.

Likewise, research conducted by Prasetyo et al., (2020) states that organizational culture has a significant effect on employee job satisfaction. Based on the results of the previous research, the following hypothesis was formed:

**H1: Organizational culture has a positive effect on job satisfaction.**

## 2) The Effect of Motivation on Job Satisfaction

High motivation that exists in employees is a capital for a company to be able to realize high job satisfaction as well, this is of course the hope that the company wants to achieve.

Companies can choose how to motivate employees appropriately and according to the situation and conditions of the company. According to Rivai (2008) which states that the relationship between motivation and job satisfaction is that if individuals are motivated, they will make positive choices to do something, because they can satisfy their desires. The relationship of motivation to job satisfaction is the encouragement that gets the effort to do or satisfy a need or derivative called motivation.

Employees are actors who support the achievement of goals. To develop positive attitudes that will direct employees to achieve company goals, motivation must be increased, in this case both external motivation and internal motivation. Motivation is the drive, effort and desire that exist in humans that will direct behavior to do a task or job well, while satisfaction is an attitude that shows the compatibility between expectations and the results obtained.

Research conducted by Tulhusnah (2018) states that leadership and motivation have a positive and significant effect on job satisfaction. The same is true of research conducted by Ghetani (2018) which states that motivation has a positive and significant effect on job satisfaction.

Likewise with research conducted by Yasa et al., (2019) which states that motivation has a positive and significant effect on job satisfaction. Based on the results of the previous research, the following hypothesis was formed:

**H2: Motivation has a positive effect on job satisfaction.**

## 3) The Effect of Organizational Culture on Employee Performance

According to Gibson (2004) employees or employees are the drivers of organizational operations, if employee performance is good, organizational performance will also increase. Many factors affect employee performance, one of which is organizational culture. Organizational culture as a general perception that is shared by all members of the organization, so that every employee who is a member of the organization will have values, beliefs and behaviors in accordance with the organization. According to Robbins (2010) who revealed that a strong organizational culture is needed to improve employee performance which will ultimately have an effect on overall organizational performance. Therefore, every organization needs to establish a strong organizational culture.

Research conducted by Andayani (2019) states that leadership, organizational culture and motivation have a positive and significant effect on employee performance.

The same is true of research conducted by Ainanur et al., (2019) which states that simultaneously there is a positive and significant influence between the variables of organizational culture, competence and motivation on employee performance.

Likewise, with research conducted by Hendra (2020) which states that simultaneously organizational culture, training and motivation have a significant influence on performance. Based on the results of the previous research, then formed the following hypothesis:

**H3: Organizational culture has a positive effect on employee performance.**

## 4) The Effect of Motivation on Employee Performance

According to Robbins (2010) states that to maximize motivation, employees need to perceive that the effort expended leads to performance evaluations that are expected to result in appropriate rewards. Work motivation is an encouragement to do a job. Motivation is closely related to one's performance or ability. Basically, someone's work motivation is different. There are high work motivation and low work motivation. If work motivation is high, it will affect high performance, and vice versa if motivation is low, it will cause someone's performance to be low.

If employees have high work motivation, they will work hard, diligently, happily, and with high dedication so that the results are in accordance with the goals to be achieved. Someone will always crave appreciation for the results of his work and expect appropriate rewards. In other words, an employee's performance will easily reach the

expected level if it is supported by high motivation. Good motivation can also support the success of a company in achieving its goals.

Presearch conducted by Rita (2018) which states that moderation in civic organizational behavior, commitment, transformational leadership and motivation have a positive and significant effect on employee performance.

The same is true of research conducted by Hidayat (2019) which states that there is a positive influence of work motivation on employee performance. Likewise, with research conducted by Wahyudi et al., (2019) which states that organizational culture, motivation and job satisfaction have a positive and significant effect on employee performance. Based on the results of the previous research, the following hypothesis was formed:

**H4: Motivation has a positive effect on employee performance.**

#### **5) The Effect of Job Satisfaction on Employee Performance**

Employee job satisfaction plays a very vital role in the performance of an organization. It is important to know how employees can be retained by keeping them satisfied and motivated to achieve extraordinary results. Targets and achievements depend on employee satisfaction and in turn contribute to organizational success and growth, increase productivity, and improve work quality (Latif, et., al. 2013).

If the rewards are felt to be fair and adequate, job satisfaction will increase because they receive rewards in proportion to their work performance. Conditions of job satisfaction or dissatisfaction become feedback that will affect work performance in the future. In addition, working conditions, a comfortable work environment, and career opportunities can also affect an employee's performance. So that if an employee who has satisfaction with his work can be proven that the resulting performance is good.

Presearch conducted by Hidayat (2019) which states that there is a positive effect of job satisfaction on employee performance. The same is true of research conducted by Wahyudi et al., (2019) which states that organizational culture, motivation and job satisfaction have a positive and significant effect on employee performance .

Likewise, research conducted by Hermawan (2019) which states that job satisfaction affects the performance of the State Civil Apparatus. Based on the results of the previous research, the following hypothesis was formed:

**H5: Job satisfaction has a positive effect on employee performance.**

#### **6) The role of Job Satisfaction in mediating the influence of Culture on Employee Performance**

Another important factor that needs to be considered in relation to improving employee performance is job satisfaction, namely organizational culture. Hidayat et al. (2013) stated that organizational culture is a system of spreading beliefs and values that develops within the organization and directs the behavior of its members. Conformity between organizational culture and values owned by members of the organization will lead to employee satisfaction. thus encouraging individuals to stay in one company and have a long-term career. Employee performance is also strongly influenced by organizational culture. From a conducive organizational culture, a better level of employee satisfaction will be formed, which in turn can improve the performance of employees (Prawirodirdjo, 2007. This is consistent with the theory expressed by Robbins (2012) that various perceived goal factors as organizational culture determines the strength or weakness of organizational culture. Strong or weak organizational culture has an impact on employee satisfaction and performance. Various scientific studies on job satisfaction as a mediating variable for the influence of organizational culture on employee performance are expressed by

Diana Nurul Fidyah (2019) stated that job satisfaction mediates the relationship between organizational culture and employee performance and that between employee engagement and employee performance. Likewise, Ferdilla Sari et al (2021) who state Organizational Culture has a positive effect on performance through job satisfaction. This is in line with the research by Bayu Kurniawan Azlen et al. (2022) which states that job satisfaction is also able to mediate the influence of organizational culture and work environment on employee performance. Based on the theoretical study and the results of the previous research, the following hypothesis was formed:

**H6: Job satisfaction mediates the influence of Organizational Culture on Employee Performance**

### 7) The role of Job Satisfaction in mediating the influence of Motivation on Employee Performance

Job satisfaction is a general attitude towards an employee's work, the difference between the amount of rewards an employee receives and the amount they believe they should receive (Sinambela 2019: 176) Meanwhile, according to Martoyo (2018: 115-116), job satisfaction is an employee's emotional state where occurs or does not occur a meeting point between the value of employee compensation from the employee concerned. People get more than money or tangible accomplishments from their work. For most employees, work also fills the need for social interaction. It is therefore not surprising that having friendly and supportive co-workers leads to increased job satisfaction.

It is generally found that employee satisfaction increases when work motivation is high, so that any activity can be carried out to the fullest and even exceed the expectations that have been set in an organization.

Various scientific studies on job satisfaction as a mediating variable for the influence of motivation on employee performance are expressed by Thoni Setyo Prabowo (2018) who states Job satisfaction is also fully mediated the influence of transformational leadership toward employee performance and partially mediated the influence of work motivation toward employee performance. Based on the theoretical study and the results of the previous research, the following hypothesis was formed:

**H7: Job satisfaction mediates the effect of motivation on employee performance.**

## 3. RESEARCH METHODS

This research is a quantitative research in the form of associative. The research conducted took the location of the Bali Provincial Mental Hospital which is located at Jalan Kesuma Yudha No. 29 Bangalore. The object of research is employees who work at the Bali Provincial Mental Hospital. This research was conducted the first week of March to April 2023.

The population in this study are employees of the state civil apparatus with civil servant status and have worked for at least 5 years at the Bali Provincial Mental Hospital, totaling 120 with details of 30 employees in management and 90 employees in service. According to Sugiyono (2019) Saturated Sampling is a sample selection technique if all members of the population are sampled. The sampling technique in this study used the Saturated Sampling Technique, where all the population in this study were used as a sample of 120. The sample in this study were employees who worked in the management room and patient care at the Bali Provincial Mental Hospital who met the criteria.

The variables involved and used in this study are as follows: Exogenous variables are variables whose value variations are not influenced by other variables, and are able to influence variations in the values of other variables which are generally given the symbol X. The exogenous variable in this study is organizational culture (X1) and motivation (X2). Endogenous variables are variables whose value variations are influenced by other variables (exogenous/independent variables) which are generally given the symbol Y. The endogenous variables in this study are job satisfaction (Y1) and employee performance (Y2). An intervening (mediation) variable is a variable that theoretically influences the relationship between the independent (independent) and related (dependent) variables into an indirect relationship and cannot be measured and observed. The intervening variable is an intermediate/interrupting variable that lies between the independent variable (independent) and the related (dependent) variable, so that the independent variable does not directly affect the occurrence or change of the dependent variable. The intervening variable (mediation) in this study is Job Satisfaction (Y1).

Inferential analysis techniques are used to test the empirical models and hypotheses proposed in this study. The analysis technique used is a structural equation model (Structural Equation Modeling – SEM) based on variance or component-based SEM, known as Partial Least Square (PLS). PLS is a powerful method of analysis, because it does not assume data must use a certain scale, is used in small sample sizes (30-50 units or <100 units), and can also be used to confirm theories (Hair et al., 2010).

## 4. RESULTS AND DISCUSSION

### 4.1 Results of Data Analysis

Hypothesis test

1) Test the Direct Effect Hypothesis

To see the significance of the influence of organizational culture and motivation on job satisfaction and its impact on performance can be seen from the original sample value, the significance value of the T statistic and the P-

Values value on the output path coefficient. The limit for rejecting or accepting the hypothesis is the value of P-Values < 0.05 or T statistic > 1.96. Following are the results of the path coefficient in table 1

**Table 1.**  
**ResultsPath Coefficient**

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV  )	P Values
Organizational culture (X1) -> Job satisfaction (Y1)	0.357	0.360	0.095	3,763	0.000
Organizational culture (X1) -> Employee Performance (Y2)	0.264	0.271	0.069	3,850	0.000
Motivation (X2) -> Job satisfaction (Y1)	0.480	0.479	0.101	4,757	0.000
Motivation (X2) -> Employee Performance (Y2)	0.076	0.060	0.117	0.650	0.516
Job satisfaction (Y1) -> Employee Performance (Y2)	0.512	0.523	0.092	5,554	0.000

Source: Data processed in 2023

Information from the results of the analysis recapitulation above can determine the results of hypothesis testing: Hypothesis Testing (H1). Organizational culture(X1) proved to have a positive and significant effect on job satisfaction (Y1). This result is indicated by the path coefficient which has a positive value of 0.357 with a T-statistic = 3.763 (T-statistic > 1.96) and a p value = 0.000 (p value <0.05) so that hypothesis 1 (H1): borganizational culturepositive effect onjob satisfactioncan be proven (H1 is accepted). The results of the analysis obtained mean that the better the organizational culture in the Mental Hospital of the Province of Bali will increase employee job satisfaction. Hypothesis Testing (H2). Motivation (X2) is proven to have a positive and significant effect on job satisfaction (Y1). This result is shown by the path coefficient which has a positive value of 0.480 with a T-statistic = 4.757 (T-statistic > 1.96) and a p value = 0.000 (p value <0.05) so that hypothesis 2 (H2): motivation has a positive and significant effect on job satisfaction can be proven (H2 accepted).

The results of the analysis obtained mean that the better the work motivation carried out by employees at the Bali Provincial Mental Hospital will increase employee job satisfaction. H3 Hypothesis Testing. Organizational culture (X1) is proven to have a positive and significant effect on employee performance (Y2). These results are indicated by the path coefficient which has a positive value of 0.264 with a T-statistic = 3.850 (T-statistic > 1.96) and a p value = 0.000 (p value <0.05) so that hypothesis 3 (H3): organizational culture has a positive effect on performance employees can be proven (H3 accepted). The results of the analysis obtained mean that the better the organizational culture in the Bali Provincial Mental Hospital, the better the performance of employees. H4 Hypothesis Testing. Motivation (X2) is not proven to have a positive and significant effect on performance (Y2).

The results of the analysis obtained mean that the better the work motivation of employees at the Mental Hospital of the Province of Bali cannot improve their performance. Hypothesis Testing H5. Job satisfaction (Y1) is proven to have a positive and significant effect on employee performance (Y2). These results are indicated by the path coefficient which has a positive value of 0.512 with a T-statistic = 5.554 (T-statistic > 1.96) with a p value = 0.000 (p value <0.05) so that hypothesis 5 (H5): job satisfaction has a positive effect on performance employees can be proven (H5 accepted). The results of the analysis obtained mean that the better the job satisfaction of employees at the Bali Provincial Mental Hospital, the better the employee's performance.

**2) Mediation Variable Examination**

In the following examination, we will examine the mediating role of the variable job satisfaction (Y1) on the indirect influence of organizational culture (X1) and motivation (X2) on employee performance (Y2). As for the examination of the indirect effect in this study, the results of the analysis can be presented in Table 2

**Table 2**  
**Recapitulation of Mediation Variable Testing Results**

No	Variable Mediation Job satisfaction (Y1)	Effect Coefficient				
		A	B	C	D	Ket
1	Organizational culture (X1) -> Performance (Y2)	0.264 (sigs)	0.439 (sigs)	0.357 (sigs)	0.512 (sigs)	<i>Partially Mediated</i>
2	Motivation (X2) -> Performance (Y2)	0.076 (Not sig)	0.346 (sigs)	0.480 (sigs)	0.512 (sigs)	<i>fully mediated</i>

Description: Significance (Sig) = T statistic > 1.96 at  $\alpha = 5\%$

Information that can be obtained from Table 5.17 above is the result of testing the mediating variable: Job satisfaction (Y1) is able to mediate the indirect effect of organizational culture (X1) on employee performance (Y2). These results are shown from the mediation test conducted, it appears that the effects C, D and A have significant values and the indirect effect path coefficient obtained above 0.10 is 0.183 (Hair et al, 2014). The results of this study determine that organizational culture (X1) can affect employee performance (Y2) through job satisfaction which can be proven empirically. Based on these results, it can be interpreted that the better the organizational culture accompanied by good job satisfaction, the better the performance of employees. Other information that can be conveyed is that the mediating effect of job satisfaction variable (Y1) on the indirect effect of organizational culture on employee performance is partial. These findings provide an indication that the variable job satisfaction (Y1) is not a determining variable in the influence of organizational culture on employee performance (Partially Mediated). Job satisfaction (Y1) is able to mediate positively and significantly to the indirect effect of work motivation (X2) on employee performance (Y2). These results are shown from the mediation test conducted, it appears that effect A does not have a significant value.

The results of this study determine that work motivation (X2) can only affect employee performance through job satisfaction. Based on these results, it can be interpreted that good work motivation accompanied by good job satisfaction can improve employee performance. Other information that can be conveyed is that the mediating effect of the variable job satisfaction (Y1) on the indirect effect of work motivation (X2) on employee performance is fully mediated. These findings provide an indication that the variable job satisfaction (Y1) is the determining variable in the influence of work motivation on employee performance. The results of this study determine that work motivation (X2) can only affect employee performance through job satisfaction. Based on these results, it can be interpreted that good work motivation accompanied by good job satisfaction can improve employee performance. Other information that can be conveyed is that the mediating effect of the variable job satisfaction (Y1) on the indirect effect of work motivation (X2) on employee performance is fully mediated.

These findings provide an indication that the variable job satisfaction (Y1) is the determining variable in the influence of work motivation on employee performance. The results of this study determine that work motivation (X2) can only affect employee performance through job satisfaction. Based on these results, it can be interpreted that good work motivation accompanied by good job satisfaction can improve employee performance. Other information that can be conveyed is that the mediating effect of the variable job satisfaction (Y1) on the indirect effect of work motivation (X2) on employee performance is fully mediated. These findings provide an indication that the variable job satisfaction (Y1) is the determining variable in the influence of work motivation on employee performance. Other information that can be conveyed is that the mediating effect of the variable job satisfaction (Y1) on the indirect effect of work motivation (X2) on employee performance is fully mediated. These findings provide an indication that the variable job satisfaction (Y1) is the determining variable in the influence of work motivation on employee performance. Other information that can be conveyed is that the mediating effect of the variable job satisfaction (Y1) on the indirect effect of work motivation (X2) on employee performance is fully mediated. These findings provide an indication that the variable job satisfaction (Y1) is the determining variable in the influence of work motivation on employee performance.

In order to know the overall effect for each relationship between the variables studied, the calculation of the direct effect, indirect effect and total effect can be presented in table 3 below.



**Table 3**  
**Calculation of Direct Effects, Indirect Effects and Total Effects**

No	Variable	Immediate Effect	Indirect Effects	Total Effect
1	Organizational culture (X1) -> Job satisfaction (Y1)	0.357S	-	0.357
2	Organizational culture (X1) -> Employee Performance (Y2)	0.264S	0.183S	0.447
3	Motivation (X2) -> Job satisfaction (Y1)	0.480S	-	0.480
4	Motivation (X2) -> Employee Performance (Y2)	0.076ns	0.246S	0.322
5	Job satisfaction (Y1) -> Employee Performance (Y2)	0.512S	-	0.512

Description: S = Significant, NS = No Significant

The information obtained from Table 3 above shows the path coefficient of organizational culture to employee performance of 0.264, organizational culture to job satisfaction of 0.357 and job satisfaction to employee performance of 0.512, thus the indirect effect has a smaller path coefficient of 0.183 compared to the coefficient direct path 0.264 with a total effect of 0.477. The coefficient of this path proves that organizational culture has an indirect effect on employee performance through job satisfaction which is smaller than the direct effect of organizational culture on employee performance. These findings provide an indication that a good organizational culture can improve employee performance and the direct effect of organizational culture has a greater influence on employee performance than through mediation of job satisfaction.

Based on the results of the analysis as shown in Table 5.18, the path coefficient of work motivation to employee performance is 0.076, work motivation to job satisfaction is 0.480 and job satisfaction to employee performance is 0.512, thus the indirect effect has a greater path coefficient of 0.246 compared to the direct path coefficient direct 0.076 with a total effect of 0.322. The coefficient of this path proves that work motivation has an indirect effect on performance through greater job satisfaction than the direct effect of work motivation on performance, plus the direct effect of work motivation on performance is not significant, this indicates the better employee job satisfaction even though employees are not motivated good work can improve employee performance.

The findings also show that the organizational culture path (X1) on employee performance (Y2) has a greater total effect of 0.447 compared to the motivational path (X2) on employee performance (Y2) which only obtains a total effect of 0.322. These results provide an indication that employee performance tends to be determined by the organizational culture implemented in the Bali Provincial Mental Hospital. This shows that building a strong organizational culture will encourage employees to be able to think, behave, and behave in accordance with the values that exist in the organization such as professionalism, trust in colleagues, and other work relationships that can be maintained properly.

## 4.2 Discussion

### 1) The Effect of Organizational Culture on Job Satisfaction

Based on the results of an analysis of the effect of organizational culture on job satisfaction, it shows that organizational culture has a positive and significant effect on job satisfaction. The results of this analysis indicate that hypothesis 1 (H1) is accepted. This finding implies that the better the organizational culture in the Bali Provincial Mental Hospital will increase job satisfaction.

Based on the theory of the influence of organizational culture on job satisfaction, Robbins (2016) put forward a model of the relationship between organizational culture and job satisfaction. A strong culture will lead to high job satisfaction, whereas a weak culture will lead to low job satisfaction. When organizational culture increases, job satisfaction for employees will also increase. because the implementation of organizational culture can support the creation of employee acceptance of the core values of the organization and the greater their commitment to these values, the stronger the organizational culture will be and will ultimately increase employee job satisfaction. Employees will be able to share views, achieve goals, have faith in the organization, share feelings, principles, hopes, attitudes,

In this study, organizational culture was seen from five indicators, namely self-awareness, aggressiveness, personality, performance and team orientation. Team orientation is the highest measure of employee organizational culture, especially employees who must be able to do good cooperation and carry out effective

coordinating communication with the active involvement of its members. This condition is indicated by the high level of employee job satisfaction, especially related to the team orientation. The better the cooperation and effective coordinating communication with the active involvement of members in the Bali Provincial Mental Hospital, the more satisfied employees are with the work they do.

The results of this study are in line with the results of research conducted by Sasuwe (2018) which states that organizational culture and stress have a positive and significant effect on job satisfaction. Likewise with the research conducted by Suparta et al. (2019) stated that organizational culture and organizational commitment have a positive and significant effect on employee job satisfaction. Likewise, research conducted by Prasetyo et al., (2020) states that organizational culture has a significant effect on employee job satisfaction.

## **2) The Effect of Motivation on Job Satisfaction**

Based on the results of the analysis of the effect of motivation on job satisfaction, it shows that motivation has a positive and significant effect on the application of employee job satisfaction, the results of this test indicate that hypothesis 2 (H2) is accepted. This result means that the better the motivation given to employees at the Bali Provincial Mental Hospital, the higher employee job satisfaction will be.

Based on the theory of the influence of motivation on job satisfaction according to Cong and Van (2013) defines motivation as a set of factors that cause a person or employee to perform their duties in a special way. Motivation has the potential to be one of the most important means of shaping job satisfaction. Employees with high motivation will be enthusiastic at work, this will be able to increase job satisfaction (Beal and Steven, 2007). Motivated employees will feel satisfaction at work so that they are able to improve their performance and are influential in providing services (Sarwar and Abugre, 2013) to the community in accordance with the main tasks and functions of their respective departments.

In this research, motivation is seen from five levels of needs, namely physiological, security, social or belonging, self-esteem and self-actualization. Social needs or a sense of belonging is the highest measure of employee motivation, especially a family atmosphere at work and is well received in each work unit group so that a harmonious working relationship will be created. This condition is indicated by the high level of employee job satisfaction, especially related to these social relations. The better the family atmosphere at work and the well received in each work unit group at the Bali Provincial Mental Hospital, the more satisfied employees are with their current work.

The results of this study are in line with the results of research conducted by Tulhusnah (2018) which states that leadership and motivation have a positive and significant effect on job satisfaction. The same is true of research conducted by Ghetani (2018) which states that motivation has a positive and significant effect on job satisfaction. Likewise with research conducted by Yasa et al., (2019) which states that motivation has a positive and significant effect on job satisfaction.

## **3) The Effect of Organizational Culture on Employee Performance**

Based on the results of an analysis of the influence of organizational culture on employee performance, it shows that organizational culture has a positive and significant effect on employee performance. The results of this test indicate that hypothesis 3 (H3) is accepted. This finding means the better the organizational culture at the Bali Provincial Mental Hospital will improve employee performance. Organizational culture is one of the values to ensure the ongoing plenary health services in the hospital. A good organizational culture will support employee performance and service in an employee performance system in hospitals that is safer and achieves goals.

Based on the theory of organizational culture According to Gibson (2004) employees or employees are the drivers of organizational operations, if employee performance is good, organizational performance will also increase. Many factors affect employee performance, one of which is organizational culture. Organizational culture as a general perception that is shared by all members of the organization, so that every employee who is a member of the organization will have values, beliefs and behaviors in accordance with the organization. According to Robbins (2010) who revealed that a strong organizational culture is needed to improve employee performance which will ultimately affect overall organizational performance. Therefore, every organization needs to establish a strong organizational culture.

Efforts to improve performance and services in hospitals will be very meaningful and effective when organizational goals are achieved and carried out based on the values of the daily work culture of every element

in the hospital including leaders, service providers and support staff. This is consistent with the results of research conducted by Andayani (2019) which states that leadership, organizational culture and motivation have a positive and significant effect on employee performance. The same is true of research conducted by Ainanur et al., (2019) which states that simultaneously there is a positive and significant influence between the variables of organizational culture, competence and motivation on employee performance. Likewise with research conducted by Hendra (2020) which states that simultaneously organizational culture,

#### **4) The Effect of Motivation on Employee Performance**

Based on the results of the analysis of motivation on employee performance, indicating that motivation is not proven to have a positive and significant effect on employee performance, the results of this test indicate that hypothesis 4 (H4) is rejected. This result means that even though motivation has been going well in the Bali Provincial Mental Hospital, it has not been able to directly improve employee performance.

This gives the result that employees at the Bali Province Mental Hospital no longer need to be motivated because without being motivated employees already have their respective duties, authorities and responsibilities in their work and with employment status as a functional position makes employees required to complete the work and responsibilities according to with a predetermined time based on standard operating procedures in the Bali Provincial Mental Hospital and in accordance with employee performance targets that have been made with a performance dialogue mechanism then determined and evaluated as a form of performance results. work environment that prioritizes humanity or social feelings also affects employees in working in the field,

The results of the research support and show that motivation has not been able to directly influence employee performance. Mutia (2018) found that motivation variables have no effect on employee performance. Harahap et al., (2019) found that the work motivation variable had no significant effect on employee performance. Research conducted by (Widijanto, 2017); (Julianry, Syarief, & Affandi, 2017), (Subari, S & Riady, H, 2015), (Gultom, 2014). These results indicate that motivation only acts as a driving force for employees to be even more active at work, and if employees are given positive motivation by the leadership, then employees will feel valued so that at work employees will feel happy.

#### **5) The Effect of Satisfaction on Employee Performance**

Based on the results of the analysis of job satisfaction on employee performance, it shows that satisfaction has a positive and significant effect on employee performance. The results of this test indicate that hypothesis 5 (H5) is accepted. This means that the better the job satisfaction in the Bali Provincial Mental Hospital, the better the employee's performance. The results of the analysis also found that job satisfaction has the greatest total effect on employee performance. These results provide an indication that employee performance tends to be determined by job satisfaction which is implemented in the Bali Provincial Mental Hospital. Employee job satisfaction plays a very vital role in the performance of an organization.

If the rewards are felt to be fair and adequate, job satisfaction will increase because they receive rewards in proportion to their work performance. Conditions of job satisfaction or dissatisfaction become feedback that will affect work performance in the future. In addition, working conditions, a comfortable work environment, and career opportunities can also affect an employee's performance. So that if an employee is satisfied with his work, it can be proven that the performance he produces is also good.

Several studies have proven that satisfaction has a positive and significant effect on employee performance. Like research on job satisfaction with performance conducted by Adiwantari et al.,(2019), Paais and Pattiruhu(2020)and Pudyarningsih et al.,(2020)with the results of his research proving that job satisfaction has a positive and significant effect on employee performance.

#### **6) The role of Job Satisfaction in mediating the effect of Organizational Culture on Employee Performance**

Based on the analysis results show that job satisfaction is able to mediate the indirect influence of organizational culture on employee performance. The results of this study determine that organizational culture can influence employee performance through job satisfaction which can be proven empirically. Based on these results, it can be interpreted that the better the organizational culture at the Bali Provincial Mental Hospital, the employee job satisfaction will also increase so that it will have an impact on increasing employee performance at the Bali Provincial Mental Hospital. Other information that can be conveyed is that the mediating effect of job satisfaction variables on the indirect effect of organizational culture on employee performance is partial where the job

satisfaction variable is not the determining variable in the influence of organizational culture on employee performance.

Based on the theory, organizational culture is an important factor that needs to be considered in relation to improving employee performance. Hidayat et al. (2013) stated that organizational culture is a system of spreading beliefs and values that develops within the organization and directs the behavior of its members. Conformity between organizational culture and values owned by members of the organization will lead to employee satisfaction, thus encouraging individuals to stay in one company and have a long-term career. Employee performance is also strongly influenced by organizational culture. From a conducive organizational culture, a better level of employee satisfaction will be formed, which in turn can improve the performance of employees (Prawirodirdjo, 2007). This is consistent with the theory expressed by Robbins (2012) that various perceived goal factors as organizational culture determines the strength or weakness of organizational culture. Strong or weak organizational culture has an impact on employee satisfaction and performance.

The results of this study are in line reinforced by various scientific studies on job satisfaction as a mediating variable for the influence of organizational culture on employee performance as disclosed by Diana Nurul Fidyah (2019) who states that job satisfaction mediates the relationship between organizational culture and employee performance and that between employee engagement and employee performance. Likewise Ferdilla Sari et al (2021) who state Organizational Culture has a positive effect on performance through job satisfaction. This is in line with the research of Bayu Kurniawan Azlen et al., (2022) which states that job satisfaction is also able to mediate the influence of organizational culture and work environment on employee performance.

#### **7) The role of Job Satisfaction in mediating the influence of Motivation on Employee Performance**

Based on the results of the analysis, it shows that job satisfaction is able to mediate the indirect effect of motivation on employee performance. The results of this study indicate that motivation can affect employee performance through job satisfaction which can be proven empirically. Based on these results, it can be interpreted that the better the motivation at the Bali Provincial Mental Hospital, the employee job satisfaction will also increase so that it will have an impact on increasing employee performance at the Bali Provincial Mental Hospital. Other information that can be conveyed is that the mediating effect of the job satisfaction variable on the indirect effect of motivation on employee performance is full, meaning that the application of job satisfaction is the determining variable in the influence of motivation on employee performance.

Job satisfaction is a general attitude towards an employee's work, the difference between the amount of rewards an employee receives and the amount they believe they should receive (Sinambela 2019: 176). Meanwhile, according to Martoyo (2018: 115-116), job satisfaction is an employee's emotional state where occurs or does not occur a meeting point between the value of employee compensation from the employee concerned. People get more than money or tangible accomplishments from their work. For most employees, work also fills the need for social interaction. It is therefore not surprising that having friendly and supportive co-workers leads to increased job satisfaction.

Motivation has the potential to be one of the most important means of shaping job satisfaction. Employees with high motivation will be enthusiastic at work, this will be able to increase job satisfaction (Beal and Steven, 2007). Motivated employees will feel satisfaction at work so they can improve their performance and have an influence on service delivery (Sarwar and Abugre, 2013)

The results of this study are in line reinforced by scientific studies on job satisfaction as a mediating variable for the effect of motivation on employee performance revealed by Thoni Setyo Prabowo (2018) who states Job satisfaction is also fully mediated the influence of transformational leadership toward employee performance and partially mediated the influence of work motivation toward employee performance.

## **5. CONCLUSIONS AND SUGGESTIONS**

### **5.1 Conclusion**

Based on the results of the above research, the following conclusions can be formulated

1. Organizational culture proved to have a positive and significant effect on job satisfaction. These results give the meaning that the better the organizational culture in Bali Province Psychiatric Hospital will increase employee job satisfaction.
2. Motivation has a positive and significant effect on job satisfaction. This result gives a better meaning employee motivation in Bali Provincial Psychiatric Hospital will increase employee job satisfaction.

3. Organizational culture positive and significant effect on employee performance. These results give the meaning that the better the organizational culture in Bali Province Psychiatric Hospital will improve employee performance.
4. Motivation has no positive and significant effect on employee performance. This result gives meaning even though employee motivation is good at Bali Province Psychiatric Hospital but have not been able to improve direct employee performance.
5. Job satisfaction positive and significant effect on employee performance. This result gives a better meaning employee job satisfaction in Bali Province Psychiatric Hospital will improve employee performance.
6. Application of job satisfaction able to mediate the indirect influence of organizational culture on employee performance. Based on these results it can be stated, the better the organizational culture in the Bali Provincial Mental Hospital, the better the organizational culture job satisfaction will also be getting better so that it will have an impact on increasing employee performance. Organizational culture has a greater total effect than the motivational path on employee performance
7. Application of job satisfaction able to mediate the indirect effect of motivation on employee performance. Based on these results it can be stated, the better the motivation at the Bali Provincial Mental Hospital Hospital, the job satisfaction will also be getting better so that it will have an impact on increasing employee performance.

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