

ANALYSIS OF JOB SATISFACTION ON PERFORMANCE AT THE SERVICE OF COMMUNITY EMPOWERMENT AND VILLAGE POPULATION CONTROL AND FAMILY PLANNING (DPMDPPKB)

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ABSTRACT

This study examines the path analysis of the performance model with job satisfaction as a mediating variable in the Mentawai Islands District DPMDPPKB. This is motivated by employees having difficulty cooperating, seeming monotonous, not wanting to innovate, low employee competence, lack of employee discipline, and lack of employee job satisfaction, such as at work will be seen and become active if there is supervision from direct superiors within the DPMDPPKB Mentawai Islands Regency. This type of research uses a quantitative approach to the method of analysis with the Partial Least Square (PLS) approach. Data collection techniques with questionnaires, observation, and interviews. The number of respondents to the study was 42 civil servants in the Mentawai Islands District DPMDPPKB. The sampling method uses the total sampling method where the entire population in this study is used as the research sample. Hypothesis testing was calculated using the Smart PLS program version 3. From the results of this study, it was found that organizational culture did not affect job satisfaction, job satisfaction, and competence did not affect performance, competence and work discipline had an effect on job satisfaction, organizational culture and work discipline affected performance and job satisfaction have an effect as a mediating variable between organizational culture, competence, work discipline and the performance of Civil Servants in the DPMDPPKB Mentawai Islands Regency.

Keywords: organizational culture, competence, work discipline, job satisfaction, performance

1.0 INTRODUCTION

The selection of the DPMDPPKB of the Mentawai Islands Regency as the focus of the research was based on the decline and instability of agency performance achievements in 2019, 2020, and 2021 which are related to the previous explanation. Human resources can make an organization run efficiently. Therefore, human resources must be managed professionally so that they can make an optimal contribution to achieving organizational goals. In creating performance, DPMDPPKB employees of the Mentawai Islands Regency still face many obstacles making it difficult to achieve the vision and mission of the organization. The following is a table of performance achievements from the programs/activities implemented in the Mentawai Islands Regency DPMDPPKB for the period 2019 to 2021, namely:

Table 1: Report on the Performance of Programs/Activities of the Mentawai Islands Regency DPMDP2KB

No.	Target Programs / Activities	Target	Realization (%)		
			2019	2020	2021
1	Community empowerment programs from all socio-economic aspects	100	68	70	66
2	Programs to reduce poverty.	100	65	67	70
3	The program to create professional village governance.	100	60	70	68
4	Programs to control birth rates and optimize family planning programs.	100	59	68	58
5	The program optimizes the quality of PPE human resources and population control.	100	63	70	70
6	Document Program Lakip, Strategic Plan, Renja, Lap. Semester Realization, Lap. At the end of BMD Year, Lap. DKBMD, DKPMD, Lap. BMD SKPD.	100	63	70	72
7	Program to improve service & quality of posyandu at the sub-district level	100	58	63	60
8	Program to increase the Acceleration of Development in the Mentawai Islands District	100	60	62	66
Average		100	62	67,5	66

Source: Secondary Data, DPMDP2KB Mentawai Islands Regency, 2022.

Table 1 shows that the average realization of programs/activities is not stable and is still below the average agency performance targets. The highest achievement target is 100 percent while the realization is 62 percent in 2019, 67.5 percent in 2020, and will decrease in 2021 to 65 percent. From these data, it can be concluded that the performance of the Mentawai Islands Regency DPMDPPKB has not been maximized and there are still several problems within the agency environment. According to Bangun (2012), apparatus has an interest in self-development and job promotions, so a good performance management system is needed. Meanwhile, according to Mangkunegara (2014), performance is the result of work achieved by a person in the form of quality and quantity in carrying out their duties based on the responsibilities given. Performance improvement is the most important thing desired by both employees and the organization. Then in Wibowo (2017), performance is a type of resource management through the creation of a shared vision and an integrated strategic approach as a driver for achieving company goals. This can be seen from the phenomena that occur in the field, based on observations made by researchers in January 2022. Allegedly the factors that must be considered in maintaining employee performance are adherence to organizational culture in the employee's work environment, employee competence, work discipline, and satisfying work.

Based on research results (Fatimah Pohan, 2020); (Aziz et al., 2020) and (Williams et al., 2020) in their research stated that work discipline, competence, and organizational culture have a positive and significant effect on performance. (Robbins & Judge, 2012), one of the reasons companies are successful is knowing what works and basing their ownership of resources and skills.

In (Mangkunegara, 2011), argues that organizational culture claims to be a set of assumptions or systems of beliefs, values, and norms developed within the organization. Then (Amstrong, 2010), argues that organizational culture is a set of values, beliefs, or norms that have long been embraced by members of an organization (employees) as a guideline for action and solving organizational problems. Specifically, the culture of an organization is determined by the working conditions of the team, management and organizational characteristics, and the applicable management processes (Suwanto&Koesmono, 2010).

Information from the General Head of Subdivision that the decline in employee performance in terms of indicators of discrepancies in working hours can be seen from employees who often arrive late. Employee work delays are still high, as evidenced in the following table:

Table 2: List of Number of Late Employees from January to May 2022

	Number of Delays			Number of Late (Person)	Percent
	(people)				
	< 10minut	10-30 minute	30 <minute		
January	20	10	5	3	85
February	15	10	5	3	73
March	10	5	3	1	44
April	10	5	2	1	41
May	20	10	5	3	85
Average	15	8	4	2	66

Source: Secondary Data, DPMDPPKB Mentawai Islands Regency, 2022

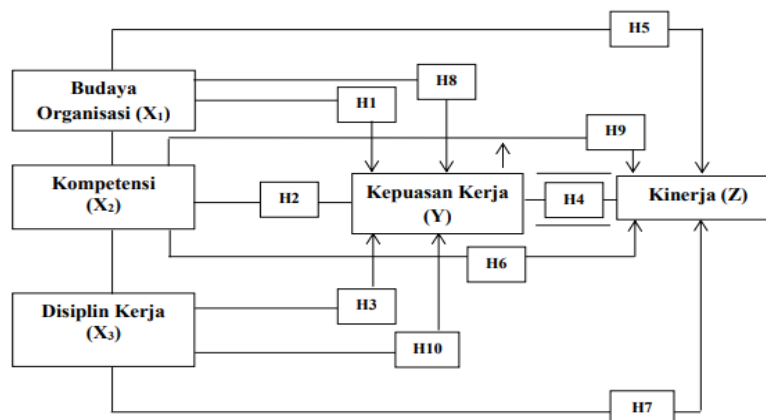
From table 2 above it can be said that there are still employees who are late for work, with a delay time from January to May 2022 of under 10 minutes on average by 15 (fifteen) people, for an average delay time of 10-30 minutes as many as 8 (eight) people and the average delay time is above 30 minutes by 4 (four) people. So it can be said that there are still some employees who come late to work.

Phenomena related to civil servant job satisfaction in the Mentawai Islands Regency DPMDPPKB, namely: 1) Employees work actively when there is supervision from their direct supervisor or head of the service, 2) At work, it seems forced and picky in carrying out work, 3) Employees at work seem not to care if there is an opportunity to advance either for the agency or personal interests. This phenomenon shows an indication that there are problems in job satisfaction for employees in the DPMDPPKB Mentawai Islands Regency so which later will have an impact on decreasing employee performance. The results of the

research (Pratiwi, 2019), that job satisfaction has a direct effect on performance. There is a close relationship between individual performance and agency performance, in other words, if employee performance is good, likely agency performance will also be good.

This research was conducted aiming to find out:

1. The influence of organizational culture, competence, job satisfaction, and work discipline, on the performance of DPMDPPKB employees of the Mentawai Islands Regency
2. The effect of job satisfaction as a mediating variable between organizational culture and performance. Then the effect of job satisfaction as a mediating variable between competence and performance of civil servants DPMDPPKB Mentawai Islands Regency.



Gambar I. Kerangka Konseptual Penelitian

Figure 1. Conceptual Model

2.0 RESEARCH METHODOLOGY

2.1 Place and Time of Research

This research was conducted at the Mentawai Islands District DPMDPPKB office from January to March 2022. The population was all employees of the Mentawai Islands District DPMDPPKB. Using total sampling technique (overall sample). This research method uses quantitative methods. The survey was conducted by distributing questionnaires, to obtain descriptive data to test hypotheses and analytical models. The type of data used is primary and secondary data. Primary data were obtained directly from the respondents using a questionnaire on organizational culture, competence, work discipline, job satisfaction, and employee performance. While secondary data is obtained indirectly or through intermediary media.

2.2 Types of Research

This research is explanatory, aiming to explain the relationship between two or more symptoms or variables. This study uses a data analysis method, namely the Partial Least Square (PLS) approach.

2.3. Research Variable Measurement Methods

Measurement using interval scale with Likert scale technique. Erlina, (2011), the Likert scale is designed to assess the extent to which subjects agree and disagree with the statements submitted.

Table 3: Research Variable Measurement Likert Scale

No	Category Answers	Score Positive	Score Negative
1	Strongly Agree (SS)	5	1
2	Agree (S)	4	2
3	Neutral(N)	3	3
4	Disagree (TS)	2	4
5	Strongly Disagree (STS)	1	5

Source: Erlina (2011).

2.4. Data analysis method

2.4.1. Descriptive Analysis

A descriptive analysis is an analysis that describes the characteristics of respondents and research variables. Primary data in the frequency distribution table, total score, average score, and respondent achievement level (TCR) are calculated. To determine the magnitude of the total score is;

$$\text{Total Score} = (\text{SS.f}) + (\text{S.f}) + (\text{KS.f}) + (\text{TS.f}) + (\text{STS.f})$$

Information:

SS = Strongly Agree bb(5)

S = Agree (4)

KS = Disagree (3)

TS = Disagree (2)

STS = Strongly Disagree (1)

f = Frequency

The average score of each variable is calculated using the following formula:

$$\text{Average Score} = (\text{Total Score} / n)$$

Information:

n = Number of Respondents

After obtaining the average score, the Respondent Achievement Level (TCR) can then be calculated using the following formula (Arikunto, 2012)

Information:

TCR = Level of Attainment of Respondents

In interpreting the TCR values obtained, the following table can be guided by 3.4 (Arikunto, 2012).

Table 4: Respondent Achievement Level Criteria (TCR)

TCR(%)	Variables and Criteria				
	Culture	Competence	Disiplin Work	Satisfaction Work	
90 s/d 100	Very Good	Very Good	Very High	Very Satisfied	Very Good
80 s/d 89,9	Good	Good	High	Satisfied	Good
65 s/d 79,9	Enough	Enough	Enough	Enough	Enough
55 s/d 64,9	Not Good	Not Good	Low	Dissatisfied	Low
	Not Very Good	Not Very Good	Very Low	Not Very Satisfied	Very Low

Source: Arikunto (2012) and adjusted by the Author, 2022.

2.4.2. Outer Model Test (Measurement Model)

The indicator test, also known as the outer model or measurement model, is to test the relationship between the indicators and the construct variables. From this indicator test, the output validity and reliability of the model are measured by the following criteria: Convergent Validity, Discriminant Validity, and Composite Reliability.

1. Convergent Validity

Convergent Validity is measured from the correlation between the indicator score and the construct. Individual indicators are considered valid if they have a correlation value above 0.50.

2. Discriminant Validity

Discriminant Validity is measured from the cross-loading between the indicator and the construct. If the construct's correlation with the measurement item is greater than the other construct's measures, it will indicate that the latent construct predicts the size of the block better than the size of the other blocks. Another method for assessing discriminant validity is to compare the square root of the Average Variance Extracted (AVE) value of each construct with the correlation between other constructs in the model. If the AVE root value of each construct is greater than the correlation value between constructs and other constructs in the model, then it is said to have good discriminant validity.

3. Composite reliability

The reliability test is strengthened by Cronbach's Alpha. Expected value > 0.6 for all constructs.

3.1. Inner Model Test (Structural Model)

The structural model was evaluated using the R-square for the dependent construct, the Stone-Geisser Q-square test for predictive relevance, and the t-test and the significance of the structural path parameter coefficients. In general, the R-square values are 0.75, 0.50, and 0.25 which are interpreted as strong, moderate, and weak (Hair, 2006). The following for testing the Inner model can be done by looking at the value of Q2 (predictive relevance). To calculate Q2, the formula can be used:

$$Q2 = 1 - [(1-R1^2) \times (1-R2^2) \dots \times (1-Rp^2)]$$

3.2. Hypothesis Testing

3.2.1. Immediate Effect Test

Testing the hypothesis can be seen from the statistical t value and probability value. To test the hypothesis using statistical values for alpha ($\alpha = 5$ percent), with a value of t table = 1.96 (Ghozali, 2006). So that the criteria for accepting/rejecting the hypothesis are that Ha is accepted and Ho is rejected when the t statistic is > 1.96. To reject/accept the hypothesis using probability, Ha is significant if the p-value <0.05.

3.2.2. Indirect Effect Test

This test was conducted to analyze the strength of influence between constructs, both direct, indirect, and total effects.

4.0 RESULTS AND DISCUSSION

4.1 Characteristics of Respondents

The characteristics of the respondents from the research conducted are as follows:

Table 5: Characteristics of Research Respondents (n=42 people) PMDP2KB Mentawai Islands District

Profile	Category	Total (person)	Percentage (%)
Gender	Male	18	43
	Female	24	57
Age	<30 years	7	17
	30 -40 years	15	36
	40 -50 years	15	36
	>50 years	5	12
Education	SMA / SMK	17	40
	Diplomas	2	5
	D-IV / S-I	17	40
	S2	6	14
	II	20	48

Group	III	19	45
	IV	3	7
Working Period	<5 tahun	1	2
	5 -10 tahun	12	29
	10 -20 tahun	24	57
	>20 tahun	5	12

Source: Secondary Data, Processed by the Author in 2022.

In Table 5 above it can be seen that this data shows that in general employees at the Mentawai Islands Regency DPMDPPKB are still at a productive age and can provide objective answers to the questionnaire to provide opportunities to improve their performance in carrying out their duties. Employees are at a mature age and have high work experience so they have high opportunities to improve their work performance in carrying out their duties.

Based on the level of education, it shows that employees at the DPMDPPKB Mentawai Islands Regency have fairly high education, because the level of education of employees plays a role in shaping the mindset in carrying out work, but there is still as many as 40 percent who have high school/vocational high school education. Thus it is necessary to upgrade to Bachelor's education to contribute to improving employee performance.

4.2 Description of Research Results

1. Descriptive Analysis of Research Variables

A. Performance (Z)

The results of the analysis of performance variables on Civil Servants DPMDPPKB Mentawai Islands Regency are presented in table 6 below;

Table 6: Performance Variable Frequency Distribution

No.	Items	TCR	Category
1.	Z1	82.38	Good
2.	Z2	67.62	Enough
3.	Z3	80.00	Good
4.	Z4	86.67	Good
5.	Z5	83.33	Good
6.	Z6	78.10	Enough
7.	Z7	88.10	Good
8.	Z8	80.48	Good
9.	Z9	81.90	Good
10.	Z10	80.48	Good
	Average	80.90	Good

Source: Results of 2022 Primary Data Processing

From table 6, information is obtained that the level of achievement of respondents' answers on the performance variable is 80.90 percent. This shows that the performance is in a good category.

B. Organizational Culture (X1)

The results of the descriptive analysis of organizational culture variable data on DPMDPPKB Employees of the Mentawai Islands Regency are presented in table 7 below:

Table 7: Organizational Culture Frequency Distribution

No	Item	TCR	Category
1	X1.1	74.76	Enough
2	X1.2	75.71	Enough
3	X1.3	77.14	Enough
4	X1.4	78.10	Enough
5	X1.5	81.43	Good
6	X1.6	77.62	Enough
7	X1.7	75.71	Enough
8	X1.8	75.24	Enough
9	X1.9	67.14	Enough
10.	X1.10	67.14	Enough
	Average	75.00	Enough

Source: Results of 2022 Primary Data Processing

From table 7, information is obtained that the level of achievement of respondents' answers on organizational culture variables is included in the Enough category, meaning that this organizational culture still needs to be improved.

C. Competence (X2)

The results of the descriptive analysis of competency variable data on DPMDPPKB Employees of the Mentawai Islands Regency are presented in table 8 below:

Table 8: Competency Variable Frequency Distribution

No.	Items	TCR	Category
1.	X2.1	76.67	Enough
2.	X2.2	74.29	Enough
3.	X2.3	76.19	Enough
4.	X2.4	78.10	Enough
5.	X2.5	76.19	Enough
6.	X2.6	79.05	Enough
7.	X2.7	90.00	Very Good
8.	X2.8	87.14	Good

9.	X2.9	86.19	Good
10.	X2.10	76.67	Enough
	Average	80.05	Good

Source: Results of 2022 Primary Data Processing

From table 8, information is obtained that the level of attainment of respondents' answers to the competence variable is 80.05 percent. This shows that competence requires special attention to be further improved.

D. Work Discipline (X3)

The results of the descriptive analysis of the work discipline variable data of DPMDPPKB Employees of the Mentawai Islands Regency are presented in table 9 below:

Table 9: Work Discipline Variable Frequency Distribution

No.	Items	TCR	Category
1.	X3.1	80.48	High
2.	X3.2	77.62	Enough
3.	X3.3	82.86	High
4.	X3.4	83.81	High
5.	X3.5	82.38	High
6.	X3.6	81.90	High
7.	X3.7	79.52	Enough
8.	X3.8	80.95	High
9.	X3.9	85.24	High
10.	X3.10	85.24	High
	Average	82.00	High

Source: Results of 2022 Primary Data Processing

From table 9, information is obtained that the level of achievement of respondents' answers to the work discipline variable is 82.00 percent. This shows that employees have high work discipline.

E. Job Satisfaction (Y)

The results of the descriptive analysis of the variable data on job satisfaction of DPMDPPKB Employees of the Mentawai Islands Regency are presented in table 10 below:

Table 10: Distribusi Frekuensi Variabel Kepuasan Kerja

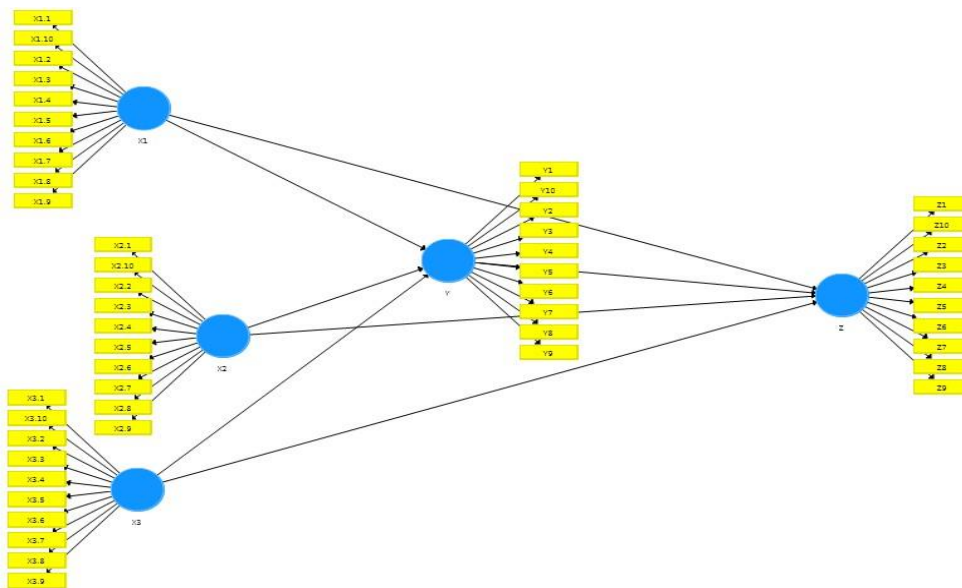
No.	Items	TCR	Category
1.	Y1	82.38	Satisfied
2.	Y2	80.95	Satisfied
3.	Y3	63.33	Dissatisfied

4.	Y4	73.33	Enough
5.	Y5	80.95	Satisfied
6.	Y6	80.95	Satisfied
7.	Y7	79.05	Enough
8.	Y8	79.05	Enough
9.	Y9	69.05	Enough
10.	Y10	80.95	Satisfied
	Average	77.00	Enough

Source: Results of 2022 Primary Data Processing

From table 10, information is obtained that the level of achievement of respondents' answers to the variable job satisfaction is 77.00 percent. This shows that employees have sufficient job satisfaction.

The following initial path analysis model (path analysis) in this study can be seen in Figure 2 below:



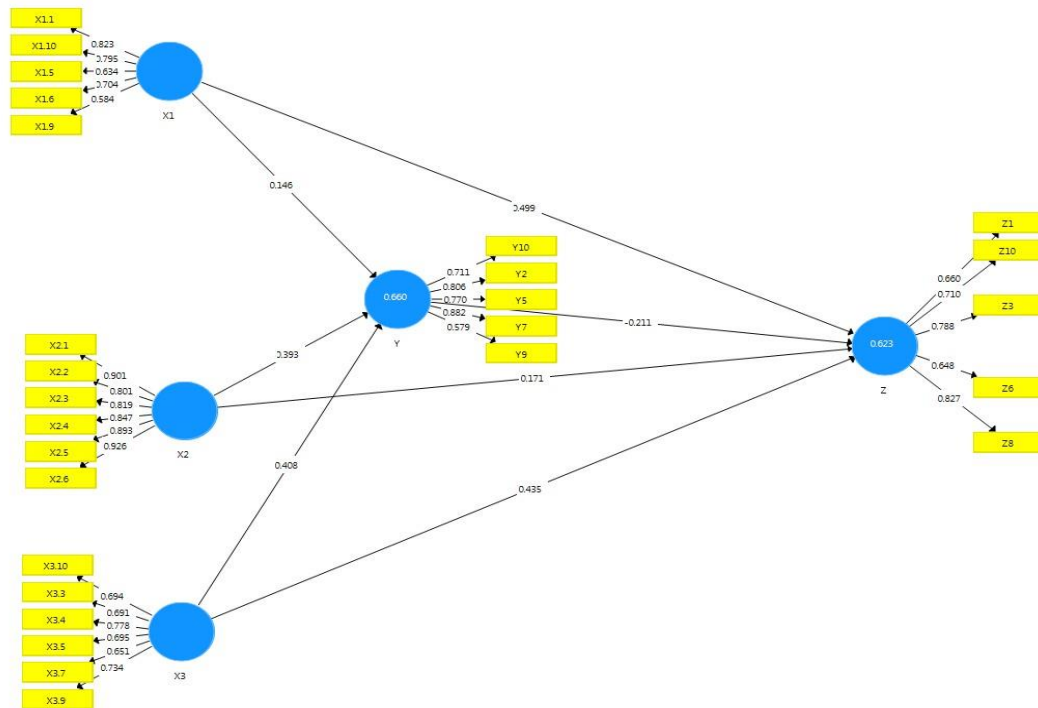
Source: Smartpls output

Figure 2. Initial Path Analysis Model before Modification

4.3. Structural Equation Modeling (SEM) Analysis

A. Convergent Validity Test

The following is the final model after conducting a convergent validity test, a path analysis model is obtained, which can be seen in Figure 3 below:



Source: Smartpls output

Figure 3. Path Analysis Model After Convergent Validity

The following are indicators of research variables that can be continued for further processing, namely the Discriminant Validity Test.

B. Discriminant Validity Test

The discriminant validity test is used to describe between variables that should not be related to a valid correlation with a cross-loading indicator value that is greater than the correlation value with other latent variables. The results of the Discriminant Validity Test can be seen in table 11 below:

Table11: Discriminant Validity Test Results

	X1	X2	X3	Y	Z
X1	0.714				
X2	0.718	0.866			
X3	0.511	0.546	0.708		
Y	0.637	0.720	0.697	0.756	
Z	0.710	0.615	0.636	0.533	0.730

Source: Results of 2022 Primary Data Processing

C. Wide Variance Extracted (AVE)

It is recommended that the AVE measurement value should be greater than 0.5.

Table. 12: Average Variance Extracted Root Test Results

Variable	AVE	Root
Organizational Culture	0,510	0,714
Competence	0,749	0,865
Work Discipline	0,502	0,708
Job Satisfaction	0,572	0,756
Performance	0,533	0,730

Source: Processed Primary Data, 2022

From table 12 above it can be seen that the AVE root of all constructs has a value above 0.5. Thus it can be concluded that the construct has good discriminant validity.

D. Reliability Test

This test states that all variables are reliable if the loading value is > 0.7. The results of the reliability test for each can be seen in table 13 below:

Table 13: Reliability Test Results

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.754	0.779	0.836	0.510
X2	0.933	0.940	0.947	0.749
X3	0.801	0.801	0.858	0.502
Y	0.809	0.840	0.868	0.572
Z	0.778	0.787	0.850	0.533

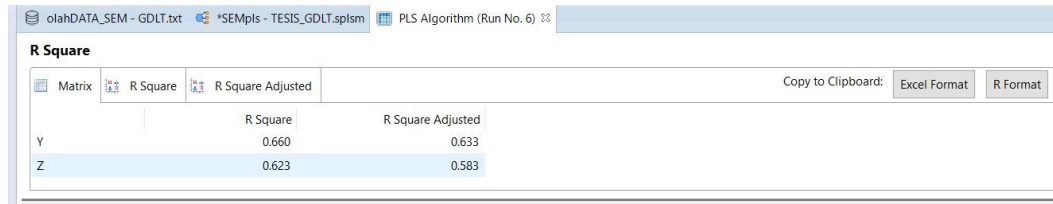
Source: Processed Primary Data, 2022

Based on table 13 above, it can be seen that the composite reliability and Cronbach's alpha values for the variables organizational culture, competence, work discipline, job satisfaction, and performance are above 0.7 which is the lowest criterion for the variable to be said to be reliable

2. Inner Model Test (Structural Model)

A. The coefficient of determination (R2)

R-Square is used to assess the effect of certain independent latent variables on the dependent latent variable and whether it has a substantive effect. In general, the R2 values are 0.75, 0.50, and 0.25 which are interpreted as strong, moderate, and weak (Hair, 2006). The results of the coefficient of determination R2 from the model can be seen in table 14 below:

Table14: Test Results for the Coefficient of Determination R2


	R Square	R Square Adjusted
Y	0.660	0.633
Z	0.623	0.583

Source: **Processed Primary Data, 2022**

The coefficient of determination R2 for job satisfaction in table 14 above is 0.660 indicating that job satisfaction has a strong category influence, meaning that job satisfaction can be explained by organizational culture, competence, and work discipline of 66 percent, the remaining 34 motivation is explained by other variables not examined in this research. While the coefficient of determination R2 for performance in table 14 above is 0.623 indicating that performance has a strong category of influence, meaning that performance can be explained by organizational culture, competence, work discipline, and job satisfaction by 62.3 percent, the remaining 37.7 percent is explained by variables others that were not examined in this study.

B. Predictive Relevance (Q2)

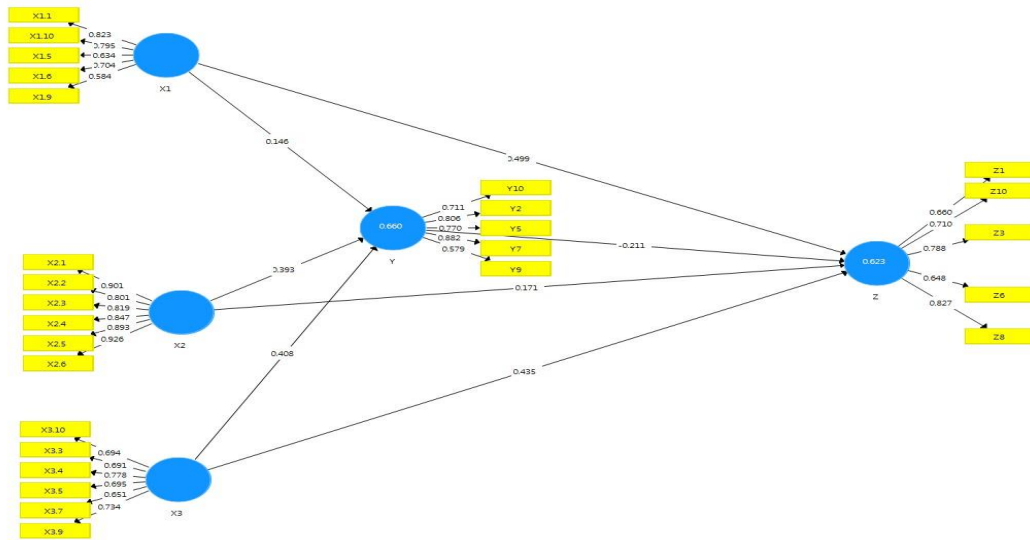
Predictive Relevance (Q2) measures how well the observed values are produced by the model and also the parameter estimates. A model is considered to have a predictive relevance value if $Q2 > 0$. Q2 has values with a range of 0; Q2,1 where 0.75, 0.50, and 0.25 are interpreted as strong, moderate, and weak. The predictive relevance value is obtained from:

$$Q2 = 1 - [(1-R12) \times (1-R22)]$$

$$Q2 = 1 - [(1-0.662) \times (1-0.6232)]$$

$$Q2 = 0.9328$$

The results of the Q2 calculation in this study amounted to 0.9328 which means that the model has predictive relevance (Q2) in the moderate category. After evaluating the outer model and issuing several statements from invalid indicators and testing their reliability, and continuing to evaluate the inner model, the final model image of the research that will be included in the hypothesis testing can be seen in Figure 4 below:



Source: Smartpls output

Figure 4. Path Analysis Model after Inner Model Test

4.4. Hypothesis test

1. Immediate Effect Test


The independent variable at the 5 percent significance level with a two-tailed test is declared significant in the dependent variable. Testing the hypothesis can be seen from the tstat value and probability value. To test the hypothesis using statistical values for alpha ($\alpha = 5$ percent), with a value of t table = 1.96 (Ghozali, 2006). So that the criteria for acceptance/rejection of the hypothesis are that Ha is accepted and Ho is rejected when the t stat is > 1.96. To reject/accept the hypothesis using probability, Ha is significant if the p-value <0.05. The results of the direct effect test for each variable can be seen in Table 15 and Table 16 below:

Table15: Direct Effect of Latent Variables

Path Coefficients					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O /STDEV)	P Values
X1 -> Y	0.146	0.131	0.143	1.023	0.307
X1 -> Z	0.499	0.490	0.151	3.308	0.001
X2 -> Y	0.393	0.405	0.160	2.459	0.014
X2 -> Z	0.171	0.184	0.175	0.975	0.330
X3 -> Y	0.408	0.417	0.101	4.057	0.000
X3 -> Z	0.435	0.430	0.157	2.766	0.006
Y -> Z	-0.211	-0.202	0.197	1.073	0.284

Source: Processed Primary Data, 2022

Table 16: Coefficient of Direct Influence of Latent Variables



The screenshot shows the 'Path Coefficients' window in SEMpls. The window title is 'SEMpls - TESIS_GDLT.splsm'. It contains a table with the following data:

Matrix	X1	X2	X3	Y	Z
X1				0.146	0.499
X2				0.393	0.171
X3				0.408	0.435
Y					-0.211
Z					

Source: Processed Primary Data, 2022

a. The Effect of Organizational Culture on Job Satisfaction

The first hypothesis (H1) states that organizational culture has a significant effect on job satisfaction. The results showed that organizational culture had a coefficient value of 0.146, a t-stat value of 1.023 < 1.96, and a p-value of 0.307 > 0.05 (not significant) which means rejecting the first hypothesis (H1).

b. The Effect of Competence on Job Satisfaction

The second hypothesis (H2) states that competence has a significant effect on job satisfaction. The results showed that competence has a coefficient value of 0.393, the t-stat value is 2.459 > 1.96 and the p-value is 0.001 < 0.05 (significant), which means accepting the second hypothesis (H2).

c. The Effect of Work Discipline on Job Satisfaction

The third hypothesis (H3) states that work discipline has a significant effect on job satisfaction. The results showed that work discipline has a coefficient value of 0.408, the t-stat value is 4.057 > 1.96 and the p-value is 0.000 < 0.05 (significant), which means accepting the third hypothesis (H3).

d. The Effect of Job Satisfaction on Performance

The fourth hypothesis (H4) states that job satisfaction has a significant effect on performance. The results showed that job satisfaction has a coefficient value of -0.221, a t-stat value of 1.073 < 1.96, and a p-value of 0.284 > 0.05 (not significant), which means rejecting the fourth hypothesis (H4).

e. The Influence of Organizational Culture on Performance

The fifth hypothesis (H5) states that organizational culture has a significant effect on performance. The results showed that organizational culture had a coefficient value of 0.499, a t-stat value of 3.308 > 1.96, and a p-value of 0.001 < 0.05 (significant) which means accepting the fifth hypothesis (H5).

f. The Effect of Competence on Performance

The sixth hypothesis (H6) states that competence has a significant effect on performance. The results showed that competence has a coefficient value of 0.171, the t-stat value is 0.975

<1.96, and the p-value is 0.330 > 0.05 (not significant), which means rejecting the sixth hypothesis (H6).

g. The Effect of Work Discipline on Performance

The seventh hypothesis (H7) states that work discipline has a significant effect on performance. The results showed that work discipline has a coefficient value of 0.435, the t-stat value is 2.766 > 1.96 and the p-value is 0.006 <0.05 (significant), which means accepting the seventh hypothesis (H7).

2. Indirect Effect Test

This test was conducted to analyze the strength of influence between constructs, both direct, indirect, and total effects. The direct effect is nothing but the coefficients of all the coefficient lines with one-pointed arrows. The indirect effect is the effect that arises through an intermediate variable. The total effect (total effect) is the effect of various relationships (Ferdinand, 2005). The obtained influence between variables in the path diagram is as follows:

Table 17: Specific Indirect Effects ValueNilai

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IQ/STDEV)	P Values
X1 -> Y -> Z	-0.031	-0.028	0.049	0.628	0.530
X2 -> Y -> Z	-0.083	-0.086	0.106	0.783	0.434
X3 -> Y -> Z	-0.086	-0.084	0.096	0.901	0.368

Source: Processed Primary Data, 2022

Based on table 16 for the direct effect and table 17 for the Specific Indirect Effect Value, the results for the Indirect Effect (Mediation) in this study are by comparing the Original Sample (O) from latent variables with the Original Sample (O) from the Specific Indirect Effect, which can be explained in table 18 below:

Table 18: Testing the Effect of Mediation Variables

Influence	Organizational Culture	Competence	Work Discipline
Direct Influence	0,499	0,171	0,435
Indirect Influence	=0,499 x 0,211	=0,171 x 0,211	=0,435x 0,211
Total Influence	=0,499 +0,1052	=0,171 +0,0361	=0,435+0,0918
Conclusion	Conclusion Total Influence > direct influence: Need	Total Influence > direct influence: Need Intervening	Total Influence > direct influence: Need Intervening

Source: Processed Primary Data, 2022

Based on table 18 above, the following mediation results can be obtained:

1. The direct relationship $X1 \rightarrow Z$ has a value of 0.499, and the indirect relationship $Y \rightarrow Z$ has a value of 0.211 so a Total Influence of 0.6042 is obtained. From these results, it can be seen that the total effect value is greater than the direct effect ($0.6042 > 0.499$). Then Mediation is needed.

2. The direct relationship $X2 \rightarrow Z$ has a value of 0.171, and the indirect relationship $Y \rightarrow Z$ has a value of 0.211 so a Total Influence of 0.2071 is obtained. From these results, it can be seen that the value of the total effect is greater than the direct effect ($0.2071 > 0.171$). Then Mediation is needed.

3. The direct relationship $X3 \rightarrow Z$ has a value of 0.435, and the indirect relationship $Y \rightarrow Z$ has a value of 0.211 so a Total Influence of 0.5286 is obtained. From these results, it can be seen that the total effect value is greater than the direct effect ($0.5286 > 0.435$). Then Mediation is needed.

Based on the Mediation Test Steps, the test results obtained for the mediation variables are:

1. Organizational Culture on Performance with Job Satisfaction as a mediating variable.

Hypothesis eight (H8), states that organizational culture has a positive and significant effect on performance with job satisfaction as a mediating variable. The direct relationship $X1 \rightarrow Z$ has a value of 0.499, and the indirect relationship $Y \rightarrow Z$ has a value of 0.211 so a Total Influence of 0.6042 is obtained. From these results, it can be seen that the total effect value is greater than the direct effect ($0.6042 > 0.499$). Then mediation is needed, which means accepting hypothesis eight (H8) so that it can be concluded that organizational culture through job satisfaction will affect performance improvement.

2. Competence on performance with job satisfaction as a mediating variable.

The ninth hypothesis (H9), states that competence has a significant effect on performance with job satisfaction as a mediating variable. The direct relationship $X2 \rightarrow Z$ has a value of 0.171, and the indirect relationship $Y \rightarrow Z$ has a value of 0.211 so a total effect of 0.2071 is obtained. From these results, it can be seen that the value of the total effect is greater than the direct effect ($0.2071 > 0.171$). Then mediation is needed, which means accepting the ninth hypothesis (H9) so that it can be concluded that better competence indirectly will improve the performance of DPMDPPKB Employees of the Mentawai Islands Regency if employee job satisfaction with agencies increases.

2. Work Discipline on performance with job satisfaction as a mediating variable The tenth hypothesis (H10), states that work discipline has a significant effect on performance with job satisfaction as a mediating variable. Based on the results of tests conducted by researchers, the direct relationship $X3 \rightarrow Z$ has a value of 0.435, and the indirect relationship $Y \rightarrow Z$ has a

value of 0.211, so a total effect of 0.5286 is obtained. From these results, it can be seen that the total effect value is greater than the direct effect ($0.5286 > 0.435$). Then mediation is needed, which means accepting the tenth hypothesis (H10) so that it can be concluded that the higher the work discipline, the higher the performance of DPMDPPKB Employees in the Mentawai Islands Regency, and will increase if mediated by increasing employee job satisfaction with agencies.

4.5. Discussion

4.5.1. The Effect of Organizational Culture on Job Satisfaction

Based on the analysis carried out on the first hypothesis, organizational culture has a significant effect on the job satisfaction of DPMDPPKB Employees of the Mentawai Islands Regency. Based on the results of the study, shows that organizational culture has a coefficient value of 0.146, a t-stat value of $1.023 < 1.96$ and a p-value of $0.307 > 0.05$ (not significant) which means rejecting the first hypothesis (H1). The results of this study indicate that a better organizational culture will not affect employee job satisfaction.

This research is not in line with the results of research from (HasrudyTanjung, 2016), (Pratiwi, 2019), and (Pratama et al., 2020), which state that organizational culture has a positive and significant influence on job satisfaction.

4.5.2. The Effect of Competence on Job Satisfaction

Based on the analysis conducted on the second hypothesis, that competency has a significant effect on employee job satisfaction at DPMDPPKB Mentawai Islands Regency. Based on the results of the study, shows that competence has a coefficient value of 0.393, a t-stat value of $2.459 > 1.96$, and a p-value of $0.001 < 0.05$ (significant), which means accepting the second hypothesis (H2). The results of this study indicate that better competence will affect the job satisfaction of employeeswait. This is in line with and supports the results of research conducted by (Hadiwijaya&Hanafi, 2016), (HasrudyTanjung, 2016), and (Hadiwijaya&Hanafi, 2016), those competency variables have a direct influence on employee job satisfaction.

4.5.3. The Effect of Work Discipline on Job Satisfaction

Based on the analysis conducted on the third hypothesis, that work discipline has a significant effect on the job satisfaction of Civil Servants at DPMDPPKB Mentawai Islands Regency. The results showed that work discipline has a coefficient value of 0.408, the t-stat value is $4.057 > 1.96$ and the p-value is $0.000 < 0.05$ (significant), which means accepting the third hypothesis (H3). Based on the analysis conducted on the third hypothesis, that work discipline has a significant effect on the job satisfaction of DPMDPPKB Employees of the Mentawai Islands Regency. The results of this study indicate that the better or higher the work discipline will affect job satisfaction. The results of this study are in line with research conducted by (Yulanda, 2017), (HasrudyTanjung, 2016), and (Hadiwijaya&Hanafi, 2016), those work discipline variables have a direct influence on job satisfaction. So it was found that work discipline has a positive and significant effect on job satisfaction.

4.5.4. The Effect of Job Satisfaction on Performance

Based on the analysis conducted on the fourth hypothesis, that job satisfaction has no significant effect on performance. This implies that any increase in job satisfaction will not have a significant or very small effect on employee performance. The results showed that job satisfaction has a coefficient value of -0.221 , a t-stat value of $1.073 < 1.96$, and a p-value of $0.284 > 0.05$ (not significant), which means rejecting the fourth hypothesis (H4). The results of this study are not in line and contradictory to research conducted by (Pratiwi, 2019), (Any Isvandiari, 2017), and (Agusnan et al., 2020), that job satisfaction has a positive and significant effect on performance; it was found that job satisfaction no significant effect on performance.

4.5.5. The Influence of Organizational Culture on Performance

Based on the analysis conducted on the fifth hypothesis, organizational culture has a positive and significant effect on performance. This implies that the organizational culture that is owned must be improved, then this will have a significant influence on employee performance. The results showed that organizational culture had a coefficient value of 0.499 , a t stat value of $3.308 > 1.96$, and a p-value of $0.001 < 0.05$ (significant) which means accepting the fifth hypothesis (H5). This is in line with research conducted by (MagnaHisyam, 2021), (Fatimah Pohan, 2020), and (MahmudyahtinAlfiyah, 2019), that organizational culture has a significant effect on performance.

4.5.6. The Effect of Competence on Performance

Based on the analysis conducted on the sixth hypothesis, that competence has no significant effect on performance. These results indicate that employee performance will not increase if competence is good or improved. The results of this analysis are proven by the results of the study showing that competence has a coefficient value of 0.171 , a t-stat value of $0.975 < 1.96$ and a p-value of $0.330 > 0.05$ (not significant), which means rejecting the sixth hypothesis (H6). This research is not in line with the results of research conducted by (Hidayati&Setyawati, 2021), (Ujung et al., 2021), and (Fatimah Pohan, 2020), which found results that competency affects performance.

4.5.7. Effect of Work Discipline on Performance.

Based on the analysis conducted on the seventh hypothesis, it was found that work discipline affects employee performance. This shows that employee performance can be improved by increasing work discipline. The results of this analysis are proven by finding that work discipline has a coefficient value of 0.435 , a t-stat value of $2.766 > 1.96$, and a p-value of $0.006 < 0.05$ (significant), which means accepting the seventh hypothesis (H7). This is in line with research conducted by (Rahmadianti&Jusriadi, 2018), (Fatimah Pohan, 2020), and (Aziz et al., 2020), that work discipline has a positive and partially significant effect on employee performance. Based on the results of this study, it can be concluded that work discipline has a significant effect on performance.

4.5.8. The Effect of Organizational Culture on Performance with Satisfaction Work as Mediation Variable.

Based on the analysis conducted on the eighth hypothesis, organizational culture influences performance with job satisfaction as a mediating variable. These results indicate that employee performance will increase if the organizational culture good nization accompanied by high job satisfaction.

The results of hypothesis testing show that the direct relationship $X1 \rightarrow Z$ has a value of 0.499, and for the indirect relationship $Y \rightarrow Z$ has a value of 0.211, so a total effect of 0.6042 is obtained. From these results, it can be seen that the total effect value is greater than the direct effect ($0.6042 > 0.499$). Then mediation is needed, which means accepting hypothesis eight (H8). So it can be concluded that organizational culture through job satisfaction will influence performance improvement. This research is in line with the results of research conducted by (Pratiwi, 2019) and (Pahmi et al., 2018), that job satisfaction can strengthen the influence of organizational culture on employee performance.

4.5.9. The Effect of Competence on Performance with Job Satisfaction as a Mediating Variable.

Based on the analysis carried out on the ninth hypothesis, that competence influences performance with job satisfaction as a mediating variable. These results indicate that employee performance will increase if good competence is accompanied by job satisfaction. The results of testing the hypothesis show that the direct relationship $X2 \rightarrow Z$ has a value of 0.171, and for the indirect relationship $Y \rightarrow Z$ has a value of 0.211, so a total effect of 0.2071 is obtained. From these results, it can be seen that the value of the total effect is greater than the direct effect ($0.2071 > 0.171$). Then mediation is needed, which means accepting the ninth hypothesis (H9) so that it can be concluded that better indirect competence will increase performance. The results of testing this hypothesis state that the ninth hypothesis (H9) is accepted. This research is not in line with the results of research conducted by (Pratiwi, 2019) and (Pahmi et al., 2018), that job satisfaction can strengthen the effect of competence on employee performance.

4.5.10. The Effect of Work Discipline on Performance with Job Satisfaction as a Mediating Variable

Based on the analysis conducted on the tenth hypothesis, that work discipline has an effect on performance with job satisfaction as a mediating variable. These results indicate that employee performance will increase if work discipline is high, which is accompanied by increased job satisfaction. The results of the hypothesis testing show that the results of tests carried out by the researcher, the direct relationship $X3 \rightarrow Z$ has a value of 0.435, and the indirect relationship $Y \rightarrow Z$ has a value of 0.211, so a Total Influence of 0.5286 is obtained. From these results, it can be seen that the total effect value is greater than the direct effect ($0.5286 > 0.435$). Then mediation is needed, which means accepting the tenth hypothesis (H10) so that it can be concluded that the higher the work discipline, the indirectly will increase performance. The results of testing this hypothesis state that the tenth hypothesis (H10) is accepted. This research is not in line with the results of research conducted by (Pratiwi, 2019) and (Pahmi et al., 2018), that job satisfaction can strengthen the effect of work discipline on employee performance.

5.0 CONCLUSION

Based on the results of the testing and discussion of the hypotheses described in the previous chapters, several conclusions can be drawn as follows:

1. Organizational culture does not affect job satisfaction.
2. Competence affects job satisfaction.
3. Work discipline affects job satisfaction.
4. Job satisfaction does not affect performance
5. Organizational culture influences performance.
6. Competence does not affect performance.
7. Work discipline affects performance.
8. Job satisfaction has an effect as a mediating variable between organizational culture and performance.
9. Job satisfaction has an effect as a mediating variable between competency and performance.

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