

Article

Effect of Motivation, Leadership and Organizational Culture on Employee Performance during the COVID-19 Pandemic

Sumantri Sumantri ^{1,*}, Chablullah Wibisono ¹, Rangga Ikrar Gombang Olenka ¹ and Fendi Hidayat ¹

¹ Faculty of Economics, Universitas Batam, 29464 Riau, Indonesia; chablullahwibisono@gmail.com (C.W); rangga.olenka@yahoo.com (R.I.G.O); fendihidayat@univbatam.ac.id (F.H)

* Correspondence: broman.ws@gmail.com (S.S)

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Abstract: In maintaining the employee performance during the Covid-19 pandemic in Batam, BPR Sejahtera Batam continues consistently a comfortable bank environment and participation of all employees in daily activities as well as customer service in keeping Government Health protocols Batam City, namely the Business Continuity Plan – Covid19 BPR Sejahtera. This study aims to examine the effect of motivation, leadership, organizational culture on employee performance. A total of 148 respondents have participated in this study. The data collected using survey questionnaire and analyzed by utilizing the Structural Equation Modelling – Analysis of Moment Structure (SEM-AMOS). The result found that motivation and leadership, have a positive and significant effect on job satisfaction. Also, motivation and leadership, have a positive and significant effect on employee job performance. In addition, organizational culture does not have a significant effect on employee performance. In conclusion, motivation, leadership, and organizational culture have a positive and significant effect on job satisfaction. Also, this study indicated that job satisfaction, Motivation and Leadership have a positive and significant effect on employee performance. Besides that, Organizational Culture does not have a significant effect on employee performance.

Keywords: motivation; leadership; organizational culture; job satisfaction; employee performance.



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1. Introduction

The PT. BPR Sejahtera Batam or BPR SB was established on June 13, 2005, based on deed number 25 dated November 17, 2004, by Maria Anastasia Halim, SH, Notary in Batam. The Company's Articles of Association have been approved by the Ministry of Law and Human Rights of the Republic of Indonesia in Decree No. C-03307 HT.01.01.TH.2005 dated February 8, 2005. The Deed of the Company has been amended several times and the latest is based on the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No.AHU-46680.AH.01.02.Tahun 2008 concerning Approval of the Deed of

Amendment to the Company's Articles of Association which is adjusted to the provisions of Law number 40 of 2007 based on a copy of the Deed Number 38 dated June 16, 2008 made by Notary H. Khairuddin Rasyid, SH Notary in Batam. Now it has grown and developed into one of the people's credit banks (BPR) in the Riau Islands Province which is included in the group of total assets above IDR 500 billion. BPR Sejahtera Batam has been awarded the title of "HEALTHY" bank from the Financial Services Authority for 15 consecutive years and has been awarded the PLATINUM INFOBANK AWARDS as the BEST BPR 2018 in the category of Best Financial Performance 2008 to 2018 on August 9, 2019, in Jakarta (see Figure 1).



Figure 1. BPR SB Financial Performance Achievements and Awards

Manifestation of BPR Sejahtera Batam's expansion commitment to continue to expand its office network by adding 4 branch offices, namely at the Aviari Shopping Complex Blok A4 No 8 Batu Aji on July 25, 2008, 1 branch office at the Citra Mas Shopping Complex Blok A No 4 Penuin dated 5 February 2010, 1 branch office at the Botania Garden Shopping Complex Blok A1 No 2 Batam Center on 09 March 2011, and 1 more branch office at the Mitra Raya Shopping Complex Blok A No.1 Batam Center on 5 July 2013 where is currently connected in real-time on-line with the operational head office. To make it easier for customers to make financial transactions, BPR Sejahtera Batam cooperates with Commercial Banks in the context of procuring Payment Points using an EDC (machine Electronic Data Capture) and customers can use the ATM network (Automatic Teller Machine) Together in conducting transactions at BPR Sejahtera Batam. BPR Sejahtera Batam is also committed to continuing to innovate in providing digital-based services by providing digital Mobile Banking and Internet Banking services to all customers since September 3, 2019. BPR Sejahtera Batam in achieving its HR mission, namely developing professional human resources, and creating the best environment as a place of pride to work and achieve, continues to implement an organizational culture that can improve employee performance.



Figure 2. Digital Services – Mobile Banking and Internet Banking BPR SB

The organizational culture of BPR Sejahtera Batam includes Competence, Family, Teamwork, and Creative. To make every employee in the organization committed to focusing on individual and organizational performance with the principles of Reverse Mentoring and Continuous Improvement. All of the activities and programs carried out ultimately led to the goal of creating the image of BPR Sejahtera Batam as a trusted microfinance institution with a solid and solid financial structure and the vision of BPR

Sejahtera Batam, namely the Digital Community Local Bank. The success of building this trust will be able to make BPR Sejahtera Batam continue to grow and provide the best service for every level of society (see Figure 2).

BPR Sejahtera Batam continues to maintain employee performance during the Covid-19 pandemic in Batam, Riau Islands by consistently maintaining a comfortable bank environment and participation of all employees in daily activities as well as customer service in maintaining Government Health protocols Batam City, namely the Business Continuity Plan – Covid19 BPR Sejahtera Batam (BCP-COVID 19 BPR SB). As of March 30, 2021, there are currently no significant new cases of Covid-19 for the Internal Employees of BPR Sejahtera Batam. To find out whether there is a correlation with employee motivation, alertness in adapting to changes in the transformation of the digitalization era, application of organizational culture to multi-generational employees, and employee satisfaction at work in influencing employee performance, especially during the Covid-19 pandemic at BPR Sejahtera Batam, Batam City? To answer this phenomenon, research needs to be done. Regarding the variables that affect the performance of BPR Sejahtera Batam employees during the Covid-19 Pandemic in Batam City, including motivation, leadership, organizational culture on employee performance with job satisfaction as an intervening variable.

2. Literature Review

2.1. Motivation

Motivation is a very important factor for employees so that the work that has been assigned can be done as it should according to the Company's Operating Standards (SOP). Motivation is a force that allows a person to act towards company goals (Indahingwati et al., 2019). Motivation has an effect on organizations in determining productivity, performance, and persistence. Arshadi (2010) concluded that there is a positive influence between motivation and performance. Motivation is the support of autonomy, which means that organizational managers pay attention to every decision that is intended to lead to employee welfare. In addition, there are reasonable regulations in covering work requirements. Motivation is very basic in organizations such as the competence of workers themselves and relational relationships (Arshadi, 2010; Van den Berghe et al., 2014).

According to DeCenzo et al. (2016), motivation is defined as a process that explains a person's strength (intensity), direction, and persistence to achieve goals. Motivation is a process in which needs to drive a person to carry out a series of activities that lead to achieving goals (Schunk & DiBenedetto, 2020). Changgriawan (2017) stated that measuring and identifying one's work motivation can use self-determination theory. Self-determination theory provides a multidimensional view of motivation and defines different types of motivation. Ding et al. (2020) defines motivation as a set of attitudes and values that influence individuals to achieve certain tasks according to individual goals. These attitudes and values are invisible, which provide the power to encourage individuals to behave in achieving their goals (Haryono et al., 2020).

Su & Swanson (2019) concluded that direction and motivation are very important, these are skills in aligning employee or organizational interests, so that behavior results in employee achievement along with organizational achievement or goals. Motivation is a skill in directing employees and organizations to work successfully, so that the desires of employees and organizational goals can be achieved at the same time. For Herzberg (Fitzpatrick et al., 2018), motivation are extrinsic factors in nature that come from outside oneself which also determine one's behavior in one's life. Work motivation is the willingness to make high-level efforts to achieve organizational goals conditioned by the ability of efforts to meet certain individual needs (Silalahi & Sembiring, 2020) also stated that there was a positive and significant influence of motivation on employee performance. This means that every increase in motivation by employees to carry out their work will result in increased performance.

In addition to their research on the influence of leadership, motivation, work discipline and work environment on employee performance, they also stated that the higher or lower the level of motivation, the higher or lower the impact on the level of employee performance, which means that there is a positive and significant effect of motivation on employee performance. performance (Anggraini et al 2019). Motivation has a positive and significant effect on employee performance. Although according to (Simbolon et al 2020) motivation has no significant effect on employee performance. These results do not support previous research, which stated that motivation has a significant effect on employee performance. However, the results of another study linking motivation to performance are supported by Pratama (2019) and Abral et al. (2019). For them motivation has a positive and significant effect on employee performance. Motivation

plays an important role in improving employee performance. This needs to be realized by management to maintain and continue to increase motivation in the workplace.

Motivated employees are more oriented towards autonomy and freedom and are better able to motivate themselves compared to less motivated employees (Arshadi, 2010; Demircioglu & Chen, 2019). Employee motivation can be categorized as intrinsic and extrinsic (Demircioglu & Chen, 2019; Hayati & Caniogo, 2012). Hayati & Caniogo (2012) conducted a study focusing on the role of intrinsic motivation that affects satisfaction, organizational commitment, and performance in an Islamic work ethic perspective. The results found that Islamic work ethic had a more significant effect on intrinsic motivation and organizational commitment than its impact on job satisfaction and job performance. Intrinsic motivation is related to satisfaction with oneself, which can be reflected in achievement, recognition, acceleration, the work itself, responsibility, and personal growth. Extrinsic motivation arises when there are triggering factors from outside the employee, such as security, working conditions, company policies, status, compensation, and interpersonal relationships (Mitchell et al 2020), (Van den Berghe et al 2014).

The results of research conducted by (Marinak & Gambrell 2008) concluded that motivation is a psychological process that provides goals and direction for employee behavior or as an internal drive to meet employee satisfaction as well as internal processes and external forces related to organizational behavior. Employee job satisfaction is a collage that bridges the role of reward for job involvement (Brown 2014), so it can be said that engagement comes from feeling satisfied at work. In terms of careers, employees' preferences for their careers are based on whether the job they have inspires them (Chawla et al 2017). Work is not always real as an activity to find money for my wants and needs in life, but further than that the role of one's profession and career must also provide extraordinary inspiration in life. However, the notion of causality is strongly demonstrated by several studies on reward and engagement that are inversely related, in one study entitled *Multigenerational Differences in Career Preference, Reward Preference, and Work Engagement*, which analyzes in depth about career preferences, rewards, and engagement at work. India found that the results were not significant (Chawla et al 2017). (Chawla et al 2017) emphasize that rewards are only a means to determine one's motivation at work, but not as the main reason an employee wants to stay in their organization.

2.2. Leadership

According to (Benlamri & Sparer 2016), Leadership is a relationship that affects the capacity to guide followers towards the desired goal. If we read the model in reverse, the responsible leader thus influences and guides his group members to follow the four precepts of social responsibility, sustainability concern, ethical responsibility, and social responsibility. innovative approach, to inculcate and realize the desired common vision of socially engaged citizenship. Meanwhile, according to (Northouse 2021) Leadership is defined as a process in which one person influences a group of individuals to achieve a common goal. Therefore, leadership can be described as a process in which the leader influences and is influenced by followers. So, it can be said that the reciprocal relationship between leader and followers can be beneficial or detrimental.

The results show that leadership has an effect on employee job satisfaction at a limited liability company PT Ambassador Garmino (Puri Palupi & Patmo Cahjono 2017). According to (Belias & Koustelios 2014) In general, effective leadership is considered as flexible, offering guidance to employees, but allowing them to take the initiative and be creative. Whereas ineffective leadership, on the other hand, is perceived as being more goal focused, paying less attention to the individual needs of their subordinates, or being absent from the decision-making process. Effective leadership is characterized by higher communication skills and is more likely to contribute to employee performance and job satisfaction. Job satisfaction refers to a pleasant or positive emotional state, which comes from the employee's appreciation for his work or work experience.

2.3. Organizational Culture

An empirical study conducted by (Meng & Berger 2019) revealed that there is an impact of critical organizational factors (organizational culture and excellent leader performance) on the job satisfaction of public relations professionals as a whole, which focuses on examining the mediating effects of general work. They affirm the influential impact that corporate culture and leader performance can have on the work of public relations professionals on engagement, trust, and job satisfaction. More importantly, the results reveal a significant joint mediating effect of commitment and trust on the job satisfaction of professionals, when a supportive organizational culture and excellent leader performance are achieved. Corporate culture,

basically, has a good value for the progress of an organization. Organizational culture covers broader and deeper aspects, thus, becomes the basis for creating an ideal organizational climate. Corporate culture issues have become a real concern, especially interesting in uncertain working conditions (Meng & Berger 2019), (Stone et al 2007). Culture is sum of thoughts, works, and results of human actions, which are not rooted in their instincts, and therefore can only be triggered by humans after going through a learning process. Culture is the essence of what is important in the organization. The member's command and prohibition activities describe what is done and not done that governs the behavior of members. So, culture contains what may or may not be done so that it can be expressed as a guideline used to carry out organizational activities.

Silla et al (2017) examined the relationship between firm reliability and organizational culture regarding job satisfaction. They found that employee communication satisfaction partially mediates the positive relationship between a constructive culture and a safety-conscious work environment. In addition, many relevant studies also explain that organizational justice mediation as part of the elements of corporate culture plays an important role in increasing job satisfaction and employee performance (Kim & Chung 2019), (Dong & Phuong 2018), (Bangish et al 2016). (HAERANI et al 2020) analyzed the effects of structural Person-Organization Conformity and organizational equity on organizational commitment, job satisfaction, Organizational Citizenship Behavior, and employee performance. When compared between Person-Organization Fit and Organizational Justice, it is found that organizational justice has a more important role in building Human Resources performance compared to Person-Organization Fit because organizational truth is better able to provide job satisfaction and make organizational commitment, and OCB is a prerequisite for its formation towards better Human Resources performance.

Organizational culture is defined as a cognitive framework that contains attitudes, values, norms, and mutual respect that are shared by members of the organization (Kadir & Amalia 2017). Organizational culture or corporate culture is often defined as values, symbols that are understood, displayed by organizations so that organizational members feel they belong to one family and create conditions that are felt by organizational members to be different from other organizations (Bisbey et al 2021). Patterns of beliefs, values, and methods are learned from experiences that have been developed throughout the history of the organization, which are manifested in the material management and behavior of organizational members (Huragu & Chuma 2019). Culture is the assumption that this group learns through solving problems of external adaptation and internal integration (Nurkholis et al 2020). An organized group of people who share common goals, beliefs and values that can be measured through their influence on organizational culture motivation has a positive impact on building motivation (Ayalew et al 2019), (Kadir & Amalia 2017), (Rubel et al 2020), (Staempfli & Lamarche 2020), (Wang et al 2020).

2.4. Job Satisfaction

Job satisfaction is a subjective trait, the result of conclusions based on a comparison of what employees receive and their work compared to what is expected, desired, and examined as appropriate or entitled to them (Hu et al 2019). Common factors included are supervisors, current wages, promotion opportunities, and relationships with colleagues (Rustiarini et al., 2019). These factors are printed on a book scale and then added together to create an overall job satisfaction score (Granziera & Perera 2019). Job satisfaction is also a process of achieving employee motivation levels, being more productive at work, and a form of employee employment that is driven by the fulfilment of their needs. Workers' needs that can be met adequately are stimuli that can motivate them to work comfortably and optimally. The results showed that there was a positive relationship between job satisfaction and motivation (Ayalew et al 2019) (Kadir & Amalia 2017).

As stated by (Staempfli & Lamarche 2020) employees will feel satisfied at work if aspects of work and aspects of self can be encouraged and vice versa. If these aspects cannot be encouraged, employees will feel dissatisfied. According to (Sriyakul et al 2019), organizational culture has a relationship with employee performance, meaning that organizational culture can be used as a basis for predicting employee performance. Organizational culture is very influential in performance because it can trigger employees to think and behave by organizational values. Descriptive analysis of respondents' answers also shows that hardware and software affect performance (Abbas et al 2014). The individual performance also depends on the efforts and performance of colleagues on the team or production line. Heryanto (2019) states that work motivation has a positive and significant effect on employee performance. This is in line with other empirical findings that there is a relationship between work motivation and performance (Rubel et al 2020). Staempfli & Lamarche (2020) also conducted research, which stated that motivation affects employee performance. The results of the study stated that the level of work motivation affects performance.

2.5. Employee Performance

Performance requires qualitative and quantitative assessments of employees periodically to provide appropriate opportunities for employees to develop their career plans to identify their respective strengths and weaknesses so that companies can determine salaries, provide promotions, and can assess employee behaviour (Kehoe & Wright 2013). (Wayne & Ferris 1990) state that work results relate to the level of quantity and quality, how it has been produced, and the extent to which supervision is carried out on the employee. This involves (1) Job knowledge: the level of knowledge related to work tasks that will directly affect the quantity and quality of work output; (2) Initiative: the level of initiative during work assignments, especially in terms of handling problems that arise; (3) Mental skills: the level of ability and speed in receiving work instructions and adapting to existing work methods and work situations; (4) Attitude: moral level and positive attitude in carrying out the task; (5) Job performance: time and attendance disciplines such as punctuality and attendance rate. Employees experience a comfortable feeling in the culture of the work environment. When employees feel they can solve work problems, job competence and job autonomy will have an impact on work (Hewagama et al 2019).

Hairunnisa & Ali (2022) conducted a study by investigating empirically the effects of motivation, leadership, and organizational culture on job satisfaction, and employee performance at Wahana Resources Ltd, North Seram District, Central Maluku Regency, Indonesia. This research intends to be a critical study for academics who research the field of human resource management (HRM). The sample of this study consisted of 155 employees who were selected using the Proportional Stratified Random Sampling method. At the same time, data were collected using a questionnaire and then analysed using Structural Equation Modelling on AMOS. The results of data analysis indicate that work motivation and organizational culture have a positive and significant effect on performance, but do not significantly affect employee job satisfaction. While leadership has a major impact on employee job satisfaction, it does not affect performance. The results of the determination coefficient test show that job satisfaction is influenced by 57.4% by motivation, leadership, and culture variables, while employee performance variables are influenced by 73.5% by motivation, leadership, culture, and job satisfaction variables. Other factors outside of this study affect the rest. Motivation, leadership, and organizational culture of employees need to be improved to increase job satisfaction. Always, if employee job satisfaction increases, employee performance will also increase.

Sapta et al (2021) concluded that in the current Covid-19 pandemic, the role of technology is important; With technology, all activities can continue to be carried out. This study explains that technology, organizational culture, and job satisfaction at BPRs in Bali can be motivations to improve performance, especially during the pandemic. The questionnaire was distributed online using Google Forms to a total of 350 employees; data were collected from a sample of employees from BPR in Denpasar, Bali. Respondents must meet the following criteria: a minimum of one year of service and a minimum education of high school or equivalent. With these criteria, 100 samples were obtained. The dependent variable is employee performance; independent variables are organizational culture, technology, and job satisfaction; intervention variable is work motivation. This research uses Structural Equation Modelling with a variance-based or component-based approach with Partial Least Square. The results showed that organizational culture, job satisfaction, and technology provided motivation and had a significant positive effect on employee performance. However, organizational culture does not have a positive or direct impact on employee performance. The results of the study can be used as a basis for designing business strategies to improve employee performance in a competitive environment to advance the bank's credibility.

3. Materials and Methods

This research model uses a combination method (Mixed Method) consisting of a sequential explanatory model, a sequential exploratory model, a concurrent triangulation design, and a concurrent embedded model. Explanatory model Sequential is a combination of quantitative and qualitative research sequentially, namely quantitative research is carried out first, then qualitative research is carried out. The results of quantitative and qualitative data after being analyzed will be entered into a matrix to see the comparisons obtained. The sequential 26 exploratory model is a process of combining the two research methods sequentially starting with qualitative research methods and continuing with the second stage, which is carried out with quantitative research methods. The design concurrent triangulation is a combination of two research methods in a balanced way, using both quantitative and qualitative methods. These methods are used together, at the same time, but independently to answer research problems. The concurrent embedded model is a combination of quantitative and qualitative research methods (Wijaya 2019).

The methodology used is an explanatory qualitative approach, which is an explanation of the topic of research methods (Zaluchu 2018). Research procedures are the steps carried out in research in the form of research methods, population and samples (quantitative) or data source samples (qualitative), research instruments, data collection techniques, and data analysis techniques (Sugiyono 2013). The procedures for analyzing qualitative data are: 1) collecting data from books and research journals focused on the topic of research methods; 2) Grouping the data into types of research (quantitative, qualitative, R & D); 3) Discussion of the types of research methods, and their suitability with the idea or title of the research to be discussed along with examples of methods; 4) Seeing the possibility that the methods are combined (mixed method), or exist in research methods with the same research topic.

Population is a collection of all objects to be measured in a study (Cooper & Schindler 2003). This research was conducted on all employees of BPR Sejahtera Batam who actively participated in working during the Covid-19 pandemic from January 1, 2020, to September 30, 2021, namely as many as 236 employees. The sampling technique used in the category of non-probability sampling (Now 1992)(Black & Champion 2001), (Cooper & Schindler 2003). Following a certain sample, characteristics are required, i.e. features of all workers. The sampling technique chosen is a non-probability technique that is judgmental (purposive). These are examples of facts that have been determined by those who will be sampled (Black & Champion 2001).

The sample is an element of the population selected to represent the population in the study (Cooper & Schindler 2003). In this study, the sample size was adjusted to the analytical model used, namely the Structural Equation Model (SEM). In this case, the sample size for SEM used the maximum likelihood estimation model (MLE) of 100-200 samples (O’Hair et al 1998), (Ulum et al 2007), or as much as 5 to 10 times. of the estimated number of parameters (Ferdinand 2008). In this study, the number of respondents obtained is 148. On the basis of the relationship of motivation, leadership, organizational culture on employee performance intervened by job satisfaction, the research framework of this study, as seen in Figure 3 below:

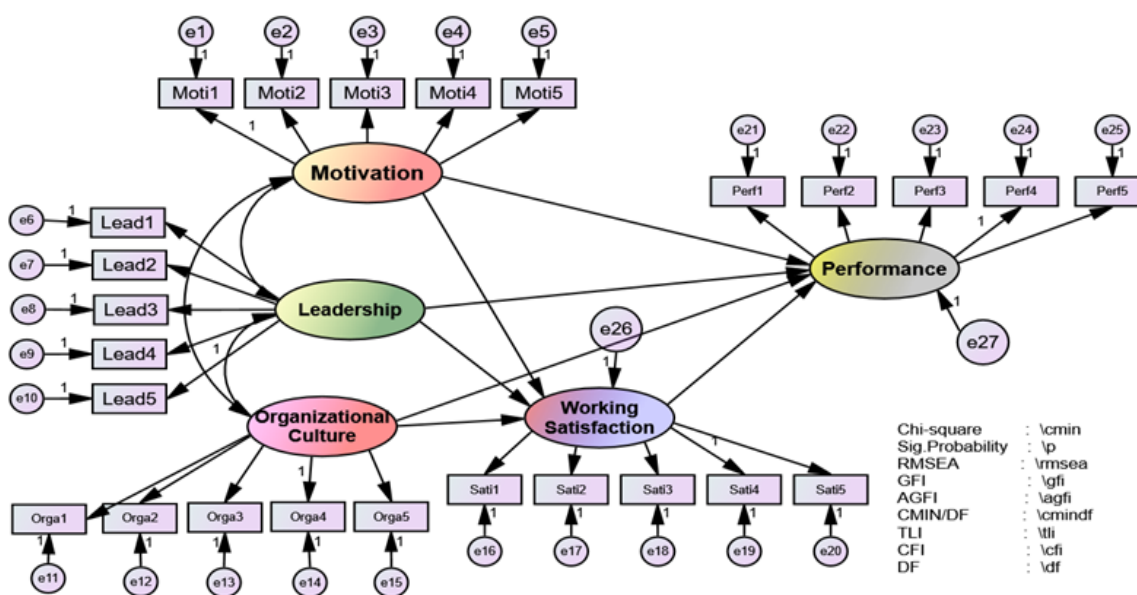


Figure 3. Research Framework

The data used in the procedure of collecting data in this research consists of primary data and secondary data. Primary data is data obtained directly from the object of research, namely by sending questionnaires directly to potential respondents. Data score of respondents' answers to any further processed with statistical indicators Full Model Structural Equation Modeling (SEM) using AMOS software for Windows version 24.0 was Obtained display like the image processing results Structural Equation Modeling (SEM) following (Ferdinand 2008). The data analysis was performed using the Structural Equation Model (SEM) with Analysis of Moments Structure Version 24 (WAsHYUNĪ et al 2019). The proposed hypotheses in this study are as follows:

- H1: Motivation has a significant positive effect on Job Satisfaction
- H2: Leadership has a significant positive effect on Job Satisfaction

- H3: Organizational Culture has a significant positive effect on Job Satisfaction
- H4: Motivation has a significant positive effect on employee performance
- H5: Leadership has a significant positive effect on employee performance
- H6: Organizational Culture has a significant positive effect on employee performance
- H7: Job satisfaction has a significant positive effect on employee performance

4. Results and Discussion

The discussion of quantitative research and qualitative research, quantitative methods are scientific methods that have met scientific principles that are empirical, objective, measurable, rational, and systematic. The qualitative method is called the artistic method because the process, research is interpretation of the data found in the field, is a literature study as the object being studied (Borg & Gall 1984). Survey methods and experimental methods are grouped as quantitative research, while naturalistic methods include qualitative research (Sugiyono, 2013). Quantitative research is independent in order to build objectivity, cause and effect relationships (causal), tends to generalize, and tend to be value-free. While the qualitative method is interactive with data sources to obtain meaning. The relationship between variables is reciprocal and bound to the values brought by the researcher and data sources (Sugiyono 2013).

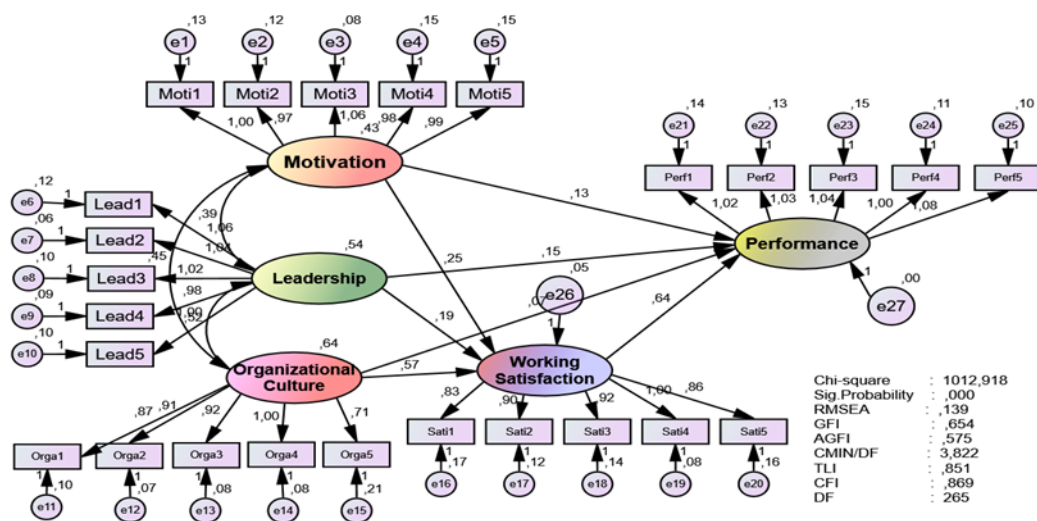


Figure 4. Full Structural Equation Modeling using Analysis of Moments Structure

Table 1. Result of hypothesis testing (Regression Weights)

			Estimate	S.E.	C.R.	P
Satisfaction	<--	Motivation	0.252	0.086	2.920	0.004
Satisfaction	<--	Leadership	0.188	0.083	2.266	0.023
Satisfaction	<--	Organizational Culture	0.570	0.090	6.333	***
Employee Performance	<--	Satisfaction	0.639	0.104	6.161	***
Employee Performance	<--	Motivation	0.126	0.061	2.056	0.040
Employee Performance	<--	Organizational Culture	0.071	0.084	0.843	0.399
Employee Performance	<--	Leadership	0.152	0.057	2.679	0.007

Table 1 displays the hypothesis testing (Regression Weights). This study found motivation, leadership, and organizational culture have a positive and significant effect on job satisfaction. Also, this study indicated that job satisfaction, Motivation and Leadership have a positive and significant effect on employee performance. Besides that, Organizational Culture does not have a significant effect on employee performance. The estimate value of regression for motivation on job satisfaction is 0.252, std. error is 0.086, critical ratio is 2.920 and significant at the level 1 percent (Sig. 0.004). It means that by assuming an increase of motivation as much as 1 percent job satisfaction will increase as much as 25.2 percent. The results of this study are consistent with research conducted by (Marinak & Gambrell 2008),(Brown 2014) and (Chawla et

al 2017). Also, Leadership on job satisfaction is 0.188, std. error is 0.083, C.R is 2.266 and significant at the level of 5 percent (Sig. 0.023). It means that by assuming increase leadership as much as 1 percent the job satisfaction will increase as much as 18.8 percent. The results of this study are consistent with those of (Sabuhari et al 2020).

The estimate value of regression for organizational culture and job satisfaction is 0.570, std. error is 0.090, C.R is 6.333 and significant at the level 1 percent (Sig. 0.000). It means that by assuming increase organizational culture as much as 1 percent the job satisfaction will increase as much as 57 percent. The results of this study are consistent with those of (Meng & Berger 2019), (Kim & Chung 2019), (Dong & Phuong 2018), (Bangish et al 2016).

The estimate value of regression for motivation and employee performance is 0.126, std. error is 0.061, C.R is 2.056 and significant at the level 5 percent or Sig. 0.040. It means that by assuming an increase of motivation as much as 1 percent the employee performance will increase as much as 12.6 percent. The results of this study are consistent with research conducted by (Arshadi 2010), (Silalahi & Sembiring 2020), (Rubel et al 2020), (Staempfli & Lamarche 2020); (Anggraini et al 2019), (Heryanto 2019), (Zheng & Roddick 2019) and (Abral et al 2019) On the other hand, the results of this study are inconsistent with the research conducted by (Simbolon et al 2020) which states that motivation has no significant effect on employee performance. The estimated value of regression for leadership is 0.152, std. error is 0.057, C.R is 2.679 and significant at the level 1 percent or Sig. 0.007. It means that by assuming an increase in leadership as much as 1 percent the employee performance will increase as much as 15.2 percent. The results of this study are consistent with those of and (Puri Palupi & Patmo Cahjono 2017) and (Belias & Koustelios 2014). Job satisfaction and employee performance the estimate value of regression is 0.639, std. error is 0.104, C.R is 6.161 and significant at the level 1 percent or Sig. 0.000. It means that by assuming increase job satisfaction as much as 1 percent the employee performance will increase as much as 63.9 percent. The results of this study are consistent with research conducted by (Prabasiwi 2022) and (Sapta et al 2021).

Table 2. Standardized Regression Weights and Squared Multiple Correlations

		Estimate	SRMR
Satisfaction	<--- Motivation	0.216	
Satisfaction	<--- Leadership	0.182	0.909
Satisfaction	<--- Organizational Culture	0.596	
Employee Performance	<--- Satisfaction	0.678	
Employee Performance	<--- Motivation	0.115	0.993
Employee Performance	<--- Organizational Culture	0.078	
Employee Performance	<--- Leadership	0.156	

Table 2 captures the result of standardized regression weights and squared multiple correlations. Square Multiple Correlation for Working Satisfaction = 0.909, for Performance = 0.993 According to (A. Ferdinand, 2002) the value of Square Multiple Correlation for the variable Working Satisfaction $R^2 = 0.909$, the magnitude of the effect is the value of the Square Multiple Correlation for the variable Working Satisfaction times 100% = $0.909 \times 100\% = 90.90\%$. Thus, it can be stated that the change in Working Satisfaction is influenced by motivation, leadership, organizational culture by 90.90%, the remaining $100\% - 90.90\% = 9.10\%$ is influenced by other variables not included in this study. For Performance $R^2 = 0.993$, the magnitude of the effect = $0.993 \times 100\% = 99.3\%$. Thus, it can be stated that changes in performance can be influenced by Motivation, Leadership, Organizational Culture, and Working Satisfaction by 99.3%, the remaining $100\% - 99.3\% = 0.70\%$ influenced by other variables not included in this study include variables information technology, leadership, work commitment, and others.

Table 3. Analysis Goodness of Fit

Goodness Criterion	Cut-Off Value	Model Results	Decision
Chi-square (c^2)	Expected to be Small	1.012,918	Good
Relative Chi-square (c^2/df)	$\leq 3,00$	3,822	Good
Probability	$> 0,05$	0,000	Good
RMSEA	$\leq 0,08$	0,139	Not Good

GFI	≥ 0,90	0,654	Marginal
AGFI	≥ 0,90	0,575	Marginal
CFI	≥ 0,95	0,869	Marginal
TLI	≥ 0,95	0,852	Marginal

Table 3 captures the results of the cut-of-value and goodness of fit model. Only one criterion is met and there are four marginal and three that are less good than the eight criteria used. The criteria that are met are Chi-squared (c2), Relative Chi-squared (c2/df) and Probability is good, and the RMSEA is not good, GFI, AGFI, CFI and marginal TLI. Because there is one criterion that is met and four marginal of the eight required criteria, the above model can be stated as a good model (Solimun 2004). Furthermore, based on quantitative methods with SEM and qualitative methods based on theory, empirical, observations of respondents are discussed.

5. Conclusions

This study concludes that motivation, leadership, and organizational culture have a positive and significant effect on job satisfaction. Also, this study indicated that job satisfaction, Motivation and Leadership have a positive and significant effect on employee performance. Besides that, Organizational Culture does not have a significant effect on employee performance.

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