



The Relationship Between Motivation and Organizational Culture on The Performance Employees Department of Tourism Kupang City Mediated by Job Satisfaction

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ABSTRACT

Keywords:

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The purpose of this study to analyze the effect of work motivation and organizational culture on employee performance moderated by job satisfaction at the Department of Tourism of Kupang city. This type of research is quantitative survey research. The population and sample in this study amounted to 52 people. Collecting data through interviews, questionnaires, and documentation. This research uses quantitative survey research. The results of research show that work motivation does not have a significant effect on employee performance, organizational culture does not have a significant effect on employee performance, job satisfaction has a significant effect on employee performance, work motivation has no significant effect on job satisfaction and organizational culture has a significant effect on job satisfaction. The results of the mediation test show that job satisfaction cannot mediate work motivation on employee performance and job satisfaction can mediate organizational culture on employee performance.

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1. Introduction

The development of information in the era of globalization has spurred Indonesian people to further improve the quality of human resources, as quality human resources are an important point in building Indonesia's economy and it is also hoped that Indonesian human resources can compete with other nations. Every organization has targets and goals to be achieved. Soetrisno (2017) explains that an organization is a collection of people who have different competencies, depend on one another, who strive to realize their common interests by utilizing various existing resources. Basically, the common goal to be realized by the organization is to seek profit. Therefore, employees who have good performance or who excel are needed.

Department of Tourism of Kupang city is an executor engaged in government affairs in the tourism sector which is the authority of the Kupang City Region. In Government Regulation, Number 18 of 2016 concerning Regional Apparatus and Regional Regulation of Kupang City Number 13 of 2016 concerning Formation and Composition of Regional Apparatus of Kupang City and Mayor of Kupang Regulation Number 50 of 2016 concerning Position, Organizational Structure, Duties and Functions and Work Procedure of Department of Tourism of Kupang City, it was emphasized that the Department of Tourism has the task of assisting the mayor in the field of Tourism and Assistance Tasks. Performance measurement is carried out in accordance with the Decree of the Head of LAN No. 239/IX/618/2004 and Bureaucratic Reform No. 53 of 2014. The achievement of the main performance indicators (KPI) is obtained based on the results of the measurement of each performance indicator, while the achievement of target performance is obtained based on the results of indicator measurements. performance of strategic targets, the results of measuring the performance of the

achievement of strategic objectives are obtained by making the average achievement of the achievement of the target performance indicators.

The year 2020 is the 3rd year of implementing the Strategic Plan of the Department of Tourism, from as many as 2 strategic targets with as many as 4 performance indicators set, the achievement of the target performance of the Department of Tourism of Kupang city in 2018 - 2020 can be described as follows:

Table 1.
Achievement of Department of Tourism of Kupang city Performance Indicators Year 2018-2020

Target	Performance Indicator	Unit	2018			year 2019			2020		
			Target	Realization	%	Target	Realization	%	Target	Realization	%
The Increase of Kupang City as a Tourism Destination and Transit City	Number of Tourist Visits to Kupang City	People	260.179	285,336	109	2652,781	328,338	122	265,408	158,047	60
	Average length of stay of tourists	Day	2.1	2	95	2.2	2.03	92	2.3	1	45
	Total PAD from the Tourism Sector	Billion	31.64	32.13	101	34.80	35.19	101	38.29	31.82	83
Developing Creative Economy	Percentage of Number of Creative Economy Businesses to Total Number of Tourism Service Businesses	%	2.38	2.30	96	2.57	2.56	99	2.77	2.67	96

Source: Sakip 2020 Department of Tourism of Kupang city

From the results of the achievement of the performance indicators in table 1 shows the achievement of the performance indicators of Department of Tourism of Kupang city set for 2018 and 2019 where of the 4 (four) performance indicators set only 2 (two) indicators have not met the target, while the achievement of performance indicators in 2020 has decreased. This can be seen from the achievement of the implementation of performance indicators in 2020, of which 4 (four) performance indicators have not all reached the target. Based on these conditions, this study finds out the results of analyzing two factors that can affect employee performance, including work motivation and organizational culture with the mediating variable of job satisfaction.

2. Method

The type of research used is a quantitative survey research. The population that is the focus of the research is all 52 employees of Department of Tourism of Kupang city. The study used total sampling. Sugiyono (2015) states that total sampling is a sampling technique if the entire population is used as a sample. For this reason, the samples in this study were all employees at the Department of Tourism of Kupang City as many as 52 people. Data collection techniques used interview techniques, document studies and questionnaires

3. Result and Discussion

Data analysis in this study used SmartPLS 3.2.9 with the following results:

Table 2.
Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture -> Job Satisfaction	0.526	0.533	0.194	2,706	0.007
Organizational Culture -> Employee Performance	-0.040	-0.044	0.041	0.969	0.333
Job Satisfaction -> Employee Performance	1.012	1.015	0.009	11,692	0.000
Motivation -> Job Satisfaction	0.266	0.262	0.181	1.468	0.143
Motivation -> Employee Performance	0.021	0.021	0.034	0.617	0.537

Source: Data processed, 2020

Based on the results of the test of the influence between the variables in the table above, it can be explained as follows:

a. The Effect of Work Motivation on Employee Performance at Department of Tourism of Kupang city

From the results, the t-statistic value is 0.617. This value is smaller than the t-table value of 1.96 and the P value of 0.537 is greater than the alpha value of 0.05. This means that fluctuating motives do not significantly affect employee performance. It is rejected that the motivation has a great influence on the performance of employees. The findings of previous studies that support the findings of this study are Marjaya & Pasaribu (2019) with the title "The Influence of Leadership, Motivation, And Training on Employee Performance". The findings found that work motivation had no significant effect on employee performance. This means that employees no longer need to be motivated because without being motivated employees are able to take responsibility for their respective tasks and can complete tasks within the specified time limit.

On the other hand, the findings of previous studies that did not support the findings of this study, among others, by Paais & Pattiruhu (2020) with the title "Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance" found that the higher the work motivation, the higher the employee performance.

b. The Effect of Organizational Culture on Employee Performance at Department of Tourism of Kupang city

The results obtained a t-statistic value of 0.969. This value is smaller than the t-table 1.96 and the P value of 0.333 is greater than the alpha value of 0.05. This means that the organizational culture variable does not have a significant influence on employee performance is rejected. The results of this study are different from the findings of research conducted by Paais & Pattiruhu (2020), with the title "Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance". Who found that organizational culture had a significant effect on employee performance.

The same finding was found by Irwan et al. (2020) with the title "The Effect of Leadership Style, Work Motivation and Organizational Culture on Employee Performance Mediated by Job Satisfaction" which shows that organizational culture does not have a significant influence on employee performance. This can happen because the organizational culture is not implemented properly at Department of Tourism of Kupang city so that the results obtained are not as expected. There are several factors that can be improved, such as a more conducive work environment and the application of more binding rules which are expected to improve employee performance

c. The Effect of Job Satisfaction on Employee Performance at Department of Tourism of Kupang city

The results obtained a t-statistic value of 11,692. This value is greater than the t-table of 1.96, and the P value of 0.000 is smaller than the alpha value of 0.05. Thus, the job satisfaction variable has a significant effect on the employee performance variable. This means that the higher the job satisfaction, the employee's performance will increase is accepted. Implementing a career system, good compensation and a good relationship between colleagues and superiors are important factors of job satisfaction. By continuing to maintain this, it can improve employee performance.

The results of this study support the findings of previous research by Tunggal Saputra et al. (2016) with the title "The Effect of Job Satisfaction and Employee Loyalty on Employee Performance" with the results of job satisfaction having a significant and positive effect on employee performance. On the other hand, the results of a different study were carried out by Rahma et al. (2017) with the title "The Effect of Job Satisfaction, Motivation, and Work Environment on Employee Performance at the Manpower Office of Jombang Regency, East Java", which concluded that job satisfaction had no effect on the performance of the Manpower Service employees Jombang district.

d. The Effect of Work Motivation on Job Satisfaction at Department of Tourism of Kupang city

The results obtained a t-statistic value of 1.468. This value is smaller than the t-table value of 1.96. and the P value of 0.143 is greater than the alpha value of 0.05. Thus, it can be explained that the work motivation variable has no significant effect on the job satisfaction variable is rejected. The findings of this study are in line with the results of research conducted by Dhermawan et al. (2012) with the title "The Influence of Motivation, Work Environment, Competence, and Compensation on Job Satisfaction and Employee Performance in the Bali Provincial Public Works Office". The results showed that motivation had no significant effect on job satisfaction. Giving motivation is no longer needed, this is because Department of Tourism of Kupang city have implemented a career system, good compensation and a good relationship between colleagues and superiors are important factors of job satisfaction. So that employees already have a good level of job satisfaction

On the other hand, the results of research conducted by Rozzaid et al. (2015) with the title "The Effect of Compensation and Motivation on Employee Job Satisfaction (Case Study At PT. Nusapro Telemedia Persada Banyuwangi Branch)" are not in line with this study where the results showed that compensation and motivation had a significant effect on job satisfaction.

e. The Effect of Organizational Culture on Job Satisfaction at Department of Tourism of Kupang city

The results obtained a t-statistic value of 2.706. This value is greater than the t-table 1.96, and the P value of 0.007 is smaller than the alpha value of 0.05. Thus, the organizational culture variable has a significant effect on the job satisfaction variable is accepted. The results of the study support the findings made by Darmawan (2016) with the title "The Role Of Work Motivation, Organizational Commitment and Organization Culture on Job Satisfaction". The results showed that organizational culture had a significant effect on job satisfaction. Employees believe that organizational culture should be applied at Department of Tourism of Kupang city, so that by improving work environment and the application of more binding rules may can increase job satisfaction. Different research found by Paais & Pattiruhu (2020) with the title " Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance". The results showed that organizational culture had no significant effect on job satisfaction.

The results of testing job satisfaction as a mediating variable on performance can be seen in the following table:

Table 3.
Indirect effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ([O/STDEV])	P Values
Organizational Culture -> Job Satisfaction -> Employee Performance	0.532	0.541	0.198	2,690	0.007

Motivation -> Job Satisfaction -> Employee Performance	0.269	0.266	0.183	1.469	0.143
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Source: Data processed, 2020

Based on the test results in the table above, it can be explained as follows:

f. The effect of work motivation on employee performance at Department of Tourism of Kupang city is mediated by job satisfaction

Base on table 3 showing the t-statistic value of 1.469 is smaller than the t-table value of 1.96 and the P value of 0.143 > 0.05. This means the effect of work motivation on employee performance is mediated by job satisfaction is rejected. This explains that job satisfaction as a mediating variable cannot mediate motivation on employee performance. This result is different from the findings of Prabowo et al. (2018) with the title "The Influence of Transformational Leadership and Work Motivation On Employee Performance Mediated By Job Satisfaction". The results show that job satisfaction has a significant influence in mediating work motivation on employee performance.

g. The influence of organizational culture on employee performance at Department of Tourism of Kupang city is mediated by job satisfaction

Table 3 showing the t-statistic value of 2.690 is greater than the t-table value of 1.96 and the P value of 0.007 < 0.05. Therefore, the impact of organizational culture on employee performance is believed to be mediated by job satisfaction. It explains that job satisfaction can mediate organizational culture into employee performance. Different research results were found by Irwan et al. (2020) with the title "The Effect of Leadership Style, Work Motivation and Organizational Culture on Employee Performance Mediated by Job Satisfaction". The findings show that job satisfaction has no significant influence in mediating organizational culture on employee performance.

4. Conclusion

Based on the results of analysis and discussion, we can conclude from the results of this research that work motivation does not significantly affect employee performance.. This means that the better work motivation can not improve employee performance. Organizational culture has no significant effect on performance, meaning that the better organizational culture will not have an impact on improving employee performance. Job satisfaction has a significant impact on employee performance variables. In other words, the more satisfied you are with your work, the better your employees may be.. Motivation has no significant effect on job satisfaction, meaning that the better employee motivation can not increase job satisfaction. Organizational culture has a significant impact on job satisfaction. This means that the better your organizational culture, the more satisfied your work will be. Job satisfaction as a mediating variable is not able to mediate motivation on employee performance. Job satisfaction as a mediating variable is able to mediate the influence of organizational culture on employee performance.

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