



Leadership, Organizational Culture, And Work Motivation on Employee Performance With Job Satisfaction As An Intervening Variable

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Abstract: This study aims to analyze the influence of leadership, organizational culture, and work motivation on the performance of the employees of the Center for Communication Technology Education, Education, Youth, and Sports of the Special Region of Yogyakarta with job satisfaction as an intervening variable. The sample of this study amounted to 40 respondents who were taken using the census method or total sampling. Collecting data using a questionnaire. Instrument test using SPSS ver 20 and data analysis using Smart PLS. Based on the results of the research that has been carried out, it can be concluded that leadership has a positive and significant effect on job satisfaction, Organizational Culture has a positive and insignificant effect on job satisfaction, work motivation has a positive and significant effect on job satisfaction, job satisfaction has a positive and significant effect on employee performance, leadership has a positive and significant effect on job satisfaction. positive and significant impact on employee performance, organizational culture has a positive and insignificant effect on employee performance, work motivation has a positive and insignificant effect on employee performance, leadership has a positive and insignificant effect on employee performance through job satisfaction, organizational culture has a positive and insignificant effect on employee performance through satisfaction work motivation, work motivation has a positive and significant effect on employee performance through job satisfaction.

Keywords: Leadership, Organizational Culture, Work Motivation, Job Satisfaction as an Intervening Variable.

INTRODUCTION

One of the key issues in human resource management is how to find the best way to improve employee performance. According to Wibowo (2016) performance is about doing work and the results achieved from that work. Improving employee performance is needed by organizations to face increasingly complex competition and realize the achievement of organizational goals. The Education Communication Technology Center is a technical implementation unit of the Yogyakarta Special Region Education, Youth and Sports Office

which has the task of organizing the development, production and service of learning and educational communication technology to increase the percentage of secondary and special schools that implement Information and Communication Technology-based education (DIY Governor Regulation Number 86, 2018). In 2020, the E-Learning Jogja Belajar Class service from the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Agency received a national level award from the Ministry of Administrative Reform and Bureaucratic Reform (PANRB) as the Top 45 Public Service Innovations in 2020. The selection of Jogja Belajar Class E-Learning service as Top 45 Public Service Innovations in 2020 is inseparable from the role of employees, because through human resources an organization can achieve its main goals, this shows an increase in performance in employees of the Education Communication Technology Center of the Education, Youth and Sports Office of the Special Region of Yogyakarta.

There are many factors that can affect employee performance. One of these factors is by providing work motivation to employees. Motivation is how to encourage the work passion of subordinates, so that they want to work hard by giving all their abilities and skills to realize company goals (Malayu S.P Hasibuan, 2014). Lack of employee motivation can have a serious impact on the level of absenteeism and employee involvement in every activity implementation in a corporate or government organization. Based on previous research studies conducted by Ghozali (2017), it can be concluded that work motivation has a positive and significant effect on performance.

The form of motivation provided by the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Agency to employees to improve performance is physical and non-physical. Physical motivation is in the form of work facilities and infrastructure for employees such as computers, laptops, office stationery, internet, air conditioning, clean work environment and office security. While non-physical motivation is in the form of promotion accompanied by a salary increase and given once every 4 years to employees whose performance is declared good, provision of allowances, and awards for outstanding employees. However, the work motivation given to employees is not optimal, this is indicated by the provision of employee benefits that are not based on employee performance but are still based on the rank and class of employees so that every employee who has the same rank and class will get the same allowance even though their performance is different. This will affect employee motivation in improving performance.

Another factor that can affect employee performance besides work motivation factors is job satisfaction factors. Job satisfaction reflects a person's feelings towards his job which can be seen from the employee's attitude towards work and everything in the work environment. Someone tends to work enthusiastically if satisfaction can be obtained from their work. According to George and Jones in Donni Juni Priansa (2014), job satisfaction is a set of feelings, beliefs, and thoughts about how a person responds to their job. This is supported by research conducted by Tanjung et al. (2019) which states that job satisfaction has a positive and significant effect on performance.

There are several things that have been done by the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Office to increase employee motivation, namely in the form of allocating employee work placements based on their education, proposing employee promotions, granting study permits, and involving employees in making leadership policies. However, employee job satisfaction is not yet optimal, this is shown by the opportunity for employee promotion proposals still based on seniority even though employees equally meet the requirements for promotion, and this can affect job satisfaction for employees who are not senior.

Another factor that can affect employee performance is the leadership factor. According to Aspizain Chaniago (2017) states that a leader is someone who because of his personal skills

with or without an official appointment can influence the group he leads to move joint efforts towards achieving certain goals. This is supported by research conducted by Gede & Priartini (2018) which states that leadership has a positive effect on employee performance. The role of leaders at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Agency in improving employee performance is through employee performance appraisals which are carried out every month. To encourage the improvement of employee performance, the form of motivation given by leaders to employees whose performance is the best is by giving awards in the form of providing opportunities to become coordinators in an office activity. Being a coordinator in an office activity is a form of achievement recognition of employee abilities, and this can affect employee job satisfaction. With employee job satisfaction, it will motivate employees to improve their performance. However, leadership is not yet optimal, this is indicated by the absence of decisive action from leaders against violations of employee discipline, namely the absence of written sanctions given by leaders to employees who violate discipline. The sanctions given are still in the form of verbal warnings, and the sanctions in the form of verbal warnings do not get the attention of employees because there are still employees who have received verbal warnings but do not heed.

Organizational culture is also one of the factors that affect employee performance. Organizational culture has a role as a shared perception adopted by every member of the organization and as an understanding that can be accepted together (Tanisa Arsyia Soepardjo Dwiarko Nugrohoseno, 2014). Organizational culture is formed inseparable from the influence of the culture contained in the environment where the organization is located, and has the aim of providing guidance to organizational members in behaving in accordance with applicable norms and values. This is supported by previous research conducted by Salam et al. (2017) which states that organizational culture has a positive influence on employee performance.

The Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Office has its own culture that is adopted and carried out together in interacting within the scope of the organization, including a culture of helping each other between employees who are experiencing difficulties in carrying out office work and the habit of visiting sick friends to comfort and provide support. From this habit, it can strengthen the relationship between employees so as to create a family atmosphere and work comfort. If employees feel comfortable at work, it will affect job satisfaction and improve employee performance. However, the organizational culture is not optimal, this is indicated by the fact that there are still employees who are wrong in applying loyalty, namely employee loyalty is only aimed at their superiors and not with the vision, mission and duties of the institution, because there are still employees who do not understand the vision, mission and duties of their institutions. Thus the leader is less active in conveying the vision, mission and duties of his institution to employees.

Based on the above background, it can be stated that leadership, organizational culture, and work motivation are important factors that must receive attention because it is possible to have an influence on job satisfaction which in turn has an impact on employee performance, thus in this study the authors took the title "Analysis of the Effect of Leadership, Organizational Culture, and Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable in Employees of the Education Communication Technology Center, Education, Youth and Sports Office of Yogyakarta Special Region". The purpose of the study was to analyze the influence of leadership, organizational culture, and work motivation on job satisfaction of employees of the Education Communication Technology Center, Education, Youth and Sports Office of Yogyakarta Special Region. Analyze the influence of leadership, organizational culture, work motivation, and job satisfaction on employee performance at the Education Communication Technology Center of the Education, Youth and Sports Office of the Special Region of Yogyakarta, and analyze whether job satisfaction mediates leadership,

organizational culture, and work motivation on employee performance at the Education Communication Technology Center of the Education, Youth and Sports Office of the Special Region of Yogyakarta.

LITERATURE REVIEW

Leadership

According to Abd. Rohman (2017) leadership is a process of influencing, where the leader seeks voluntary participation from subordinates or cooperates in an effort by giving orders, enthusiasm, trust, activities, obsession, consistency, giving authority, attention and so on to achieve organizational or company goals. Meanwhile, according to Hasibuan S.P Malayu (2014) states that leadership is a person who uses his duties and authority, which is directed to his subordinates to do work in achieving organizational goals. A leader is someone who because of his personal skills with or without an official appointment can influence the group he leads to mobilize joint efforts towards achieving certain goals (Aspizain Chaniago, 2017).

Organizational Culture

Organizational culture according to Mahmudah Enny W. (2019) is a value that becomes a guide for human resources in carrying out their obligations and also their behavior within an organization. According to Badeni (2017) organizational culture is an organizational value system embraced by organizational members, which then influences the way organizational members work and behave. Meanwhile, according to Abd. Rohman (2017) organizational culture is a set of assumptions or belief systems, values and norms developed in an organization or company that are used as guidelines for the behavior of its members to overcome problems of external adaptation and internal integration.

Motivation

According to Hasibuan S.P Malayu (2014) motivation is the basis for someone to work or do something. Motivation comes from the Latin word "movere" which means encouragement or propulsion. Motivation in management is only aimed at human resources in general and subordinates in particular. Meanwhile, according to Tewal et al. (2017) motivation is the factors within a person that drive and direct his behavior to fulfill certain goals. The process of arising a person's motivation is a combination of the concepts of needs, encouragement, goals, and rewards.

Job Satisfaction

Robbins (2015) defines job satisfaction as a person's positive feelings about his job obtained from an evaluation of the characteristics of satisfaction itself. According to Sri Langgeng Ratnasari, et al. (2020) job satisfaction is a set of employee feelings about their job, whether happy or unhappy as a result of employee interactions with their work environment or as a perception of mental attitude, also as a result of employee assessment of their work. Meanwhile, according to Adamy (2016) satisfaction is a feeling experienced by someone, where what is expected has been fulfilled or even what is received exceeds what is expected, while work is a person's effort to achieve goals by obtaining income or compensation from his contribution to his place of work.

Employee Performance

Performance is the quality and quantity of work achieved by an employee in carrying out duties in accordance with the job responsibilities given by the organization or company where a person works (Meithiana Indrasari, S.T. 2017). According to Abdullah Maruf (2014) performance is a work achievement which is the result of the implementation of a work plan

made by an institution implemented by leaders and employees (HR) who work in that institution, both government and companies (business) to achieve organizational goals. Meanwhile, according to Rivai (2015) performance is the real behavior that each person displays as a work achievement produced by employees in accordance with their role in the company.

RESEARCH METHODS

The research subjects were employees of the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Agency. The research subjects are all research variables, namely leadership variables, organizational culture, work motivation, job satisfaction, and employee performance. The population of this study were employees of the Education Communication Technology Center of the Education, Youth and Sports Office of the Special Region of Yogyakarta consisting of 18 civil servants, 4 CPNS, and 18 auxiliary employees. The sample of this study were employees of the Education Communication Technology Center of the Education, Youth and Sports Office of the Yogyakarta Special Region, while the sampling technique used was nonprobability sampling using the saturated / census sampling method, namely all populations used for research data because of the small population or 40 samples. The variables in this study are; a) Independent variables or independent variables, are variables that affect or cause changes or the emergence of dependent variables (Sugiyono, 2017). In this study, the independent variables are leadership (X1), organizational culture (X2), and work motivation. Intervening variables, are variables that theoretically affect the relationship between the independent variable and the dependent variable, but cannot be observed and measured. this variable is an intermediate or intermediate variable that lies between the independent and dependent variables so that the independent variable does not directly affect the change or the emergence of the dependent variable (Sugiyono, 2017). In this research, the intervening variable used is job satisfaction (Y1). The dependent variable or dependent variable is a variable that is influenced or becomes the result of an independent variable (Sugiyono, 2017). In this study, the dependent variable is employee performance (Y2).

Primary data used in this study are the results of filling out questionnaires by respondents, namely employees of the Education Communication Technology Center, Education, Youth and Sports Office of Yogyakarta Special Region. The data collection technique used in this study was to distribute questionnaires or questionnaires containing a list of questions regarding the variables to be studied to respondents directly, along with an explanation of how to fill out the questionnaire. The questionnaire used is a choice type that is used to select the respondent's personal data and the respondent's answer choices for the number of answers available. Alternative answers from the choice type questionnaire use an assessment based on 5 categories, namely strongly disagree, disagree, neutral, agree, and strongly agree.

FINDINGS AND DISCUSSION

Characteristics of Respondent Data

Analysis of the description of the characteristics of respondents is carried out to determine the description of the data that will be used for analysis. This research is a population study, with the sample used being all employees at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Agency. The number of samples used in this study were 40 respondents. The description of respondents in the study who were male was 23 people, while those who were female were 17 people. Therefore, it can be concluded that most of the respondents in this study were male. Furthermore, the description of the characteristics of respondents based on age shows that of the 40 respondents who became research samples, there were 16 people aged 21-30 years, 31-40 years, 10 people, 41-50 years, 10 people, and 51-60 years, 4 people. It can be seen that most respondents are 21-30 years old.

Then the description of the characteristics of respondents based on the level of education that of the 40 respondents who became the research sample, there were 5 high school / vocational school education, 6 academies, and 29 undergraduates. It can be seen that the most respondents with undergraduate education.

Instrument Test

Validity Test

Validity is the level of reliability and validity of the measuring instrument used. An instrument said to be valid means that it shows that the measuring instrument used to obtain data is valid or can be used to measure what should be measured. Thus, a valid instrument is an instrument that is really right to measure what you want to measure. Validity testing uses the SPSS program with the Pearson Correlation method, which correlates each indicator with the total score of the questionnaire indicators. The r table value can be seen in the statistical table with $df = n-2$ or $40-2 = 38$ and with a significance of 0.05, the r table value is obtained = 0.312. The validity test results are presented.

Reliability Test

The reliability test is useful for determining whether the instrument, in this case a questionnaire, can be used more than once, at least by the same respondents, it will produce consistent data. In other words, the reliability of the instrument characterizes the level of consistency. The reliability test used is to use the Cronbach Alpha method. The Cronbach Alpha method is used to find the reliability of an instrument whose score is a range of several values or is in the form of a scale. According to Sugiyono (2014) the decision making for the reliability test is as follows: a. Cronbach's $\alpha > 0.60$ is declared reliable. b. Cronbach's $\alpha < 0.60$ is declared unreliable. After calculating with the help of the SPSS program, it can be seen that the reliability value (Cronbach's α) is as follows:

Table 1. Reliability Test Results

Variabel	Alpha	Range r	Decision
Leadership (X1)	0,906	0,600	Reliabel
Organization Culture (X2)	0,709	0,600	Reliabel
Work Motivation (X3)	0,779	0,600	Reliabel
Job Satisfaction (Y1)	0,886	0,600	Reliabel
Employee Performance (Y2)	0,920	0,600	Reliabel

Souce : Data Managed, 2021

Table 1. above, it can be seen that the Cronbach α value for the five variables is above 0.600. Because this value is greater than 0.600, the questionnaire measuring instrument is declared reliable or has met the reliability requirements.

Descriptive Analysis

Descriptive analysis is a statistic used to analyze data by describing the data that has been collected as it is without intending to make conclusions that apply to generalizations. The analysis presented consists of two descriptions, namely: Cumulative Description Individual Description

The following is a descriptive analysis for each variable:

Table 2. Cumulative Descriptive Leadership Analysis (X1)

Category	Score	Amount	%
Strongly Disagree	1 (STS)	0	0
Disagree	2 (TS)	17	3
Neutral	3 (N)	95	18

Agree	4	(S)	357	69
Very Agree	5	(SS)	51	10
Total			520	100

Based on table 2. it can be seen from 40 respondents and 13 statement items on the leadership variable, it shows that as many as 10% strongly agreed, as many as 69% agreed and as many as 18% stated neutral, as many as 3% disagreed, and 0% strongly disagreed. So it can be said that the 13 statement items used in research based on leadership variables are considered very good.

Table 3. Cumulative Descriptive Organization Culture Analysis (X2)

Category	Score	Amount	%
Strongly Disagree	1 (STS)	1	0
Disagree	2 (TS)	9	3
Neutral	3 (N)	37	12
Agree	4 (S)	218	68
Very Agree	5 (SS)	55	17
Total		320	100

Based on table 3. above, it can be seen that of the 40 respondents and 8 statement items on the organizational culture variable, it shows that 17% strongly agreed, 68% agreed, 12% were neutral, 3% disagreed, and 0% strongly disagreed. So it can be said that the 13 statement items used in research based on leadership variables are considered very good.

Tabel 4. Cumulative Descriptive Work Motivation Analysis (X3)

Category	Score	Amount	%
Strongly Disagree	1 (STS)	0	0
Disagree	2 (TS)	33	8
Neutral	3 (N)	80	20
Agree	4 (S)	175	44
Very Agree	5 (SS)	112	28
Total		400	100

Based on table 4. above, it can be seen that of the 40 respondents and 10 statement items on the work motivation variable, it shows that 28% strongly agreed, 44% agreed, 20% were neutral, 8% disagreed, and 0% strongly disagreed. So it can be said that the 10 statement items used in research based on leadership variables are considered very good.

Table 5. Cumulative Descriptive Job Satisfaction Analysis (Y1)

Category	Score	Amount	%
Strongly Disagree	1 (STS)	0	0
Disagree	2 (TS)	15	4
Neutral	3 (N)	75	19
Agree	4 (S)	231	58
Very Agree	5 (SS)	79	20
Total		400	100

Based on table 5. above, it can be seen that of the 40 respondents and 10 statement items on the job satisfaction variable, it shows that as many as 20% strongly agreed, as many as 58% agreed, 19% were neutral, 4% disagreed, and 0% strongly disagreed. So it can be said that the 10 statement items used in research based on leadership variables are considered very good.

Tabel 6. Cumulative Descriptive Employee Performance Analysis (Y2)

Category	Score	Amount	%
Strongly Disagree	1 (STS)	0	0
Disagree	2 (TS)	10	2
Neutral	3 (N)	50	10
Agree	4 (S)	335	70
Very Agree	5 (SS)	85	18
Total		480	100

Based on table 6. above, it can be seen that of the 40 respondents and 12 statement items on the employee performance variable, it shows that 18% strongly agreed, 70% agreed, 10% were neutral, 2% disagreed, and 0% strongly disagreed. So it can be said that the 12 statement items used in research based on leadership variables are considered very good.

Inferential Analysis. Indicator Test

Convergent validity test

The factor loading value on the latent variable with its indicators. The convergent validity value is used to determine the validity of a construct. According to the general rule (rule of thumb), the indicator loading factor value ≥ 0.7 is said to be valid. However, in developing new models or indicators, the loading factor value between 0.5 - 0.6 is still acceptable (Haryono, 2017).

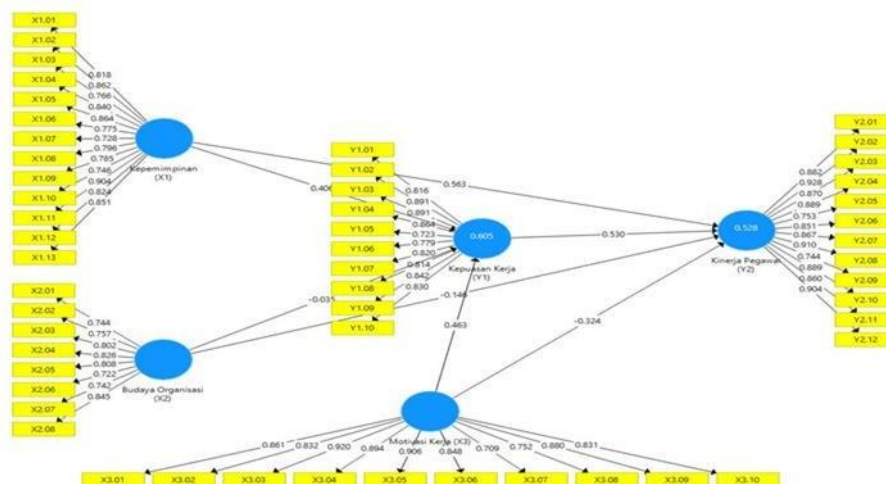


Figure 1. Model Test Convergent validity (nilai Outer Loading)

Discriminant Validity Test

Discriminant validity is a factor cross loading value that is useful for knowing whether the construct has adequate discriminant or not. From the Discriminant validity Cross Loading output, it can be seen that all indicators have a greater correlation coefficient with each of their own variables compared to the correlation coefficient value of indicators with other variables, it is concluded that each indicator in the block is a constituent of the variable or construct in that column.

Composite Reliability Test

Reliability test is a tool for measuring a questionnaire which is an indicator of a variable or construct. A measuring instrument or instrument in the form of a questionnaire is said to be able to provide stable or constant measurement results, if the measuring instrument is reliable or reliable. The reliability of the research instruments in this study was tested using composite reliability and Cronbach's Alpha coefficient. A variable can be declared to meet composite reliability if it has a composite reliability value > 0.70 . The following is the data analysis results

from testing Cronbach alpha, and Composite reliability:

Table 7. Reliability Test Result

Variabel	Cronbach's Alpha	Composite Reliability	Nilai Batas	Keterangan
Organization Culture (X2)	0.912	0.926	0,70	Reliabel
Leadership (X1)	0.957	0.962	0,70	Reliabel
Job Satisfaction (Y1)	0.949	0.956	0,70	Reliabel
Employee Performance (Y2)	0.969	0.972	0,70	Reliabel
Work motivation (X3)	0.955	0.961	0,70	Reliabel

Source: Data manage with Smart PLS, 2021

The test results based on the table above show that the results of composite reliability and Cronbach alpha show a satisfactory value, namely the value of each variable above the value of 0.70. This shows that all constructs or variables of this study have become fit measuring instruments, and all questions used to measure each construct have good reliability.

Fit Model Test

Model fit testing is done by looking at the SmartPLS output estimation results compared to the criteria as explained in the following table. Output of fit model test results with the Smart PLS program:

Table 8. Model Fit Test Result

Model Fit Index	Cut Off Value	Output Model	Keterangan
SRMR (Standardized Root Mean Square Residual)	<0,10	0,103	Less Good
d-ULS	>0,05	15,295	Vey Good
d-G	>0,05		
Chi Square	χ^2 Statistik < χ^2 Tabel	19415,646	Not Good
NFI	Approaching value 1	0,086	Not Good
RMS Theta (The root mean squared residual covariance)	<0,12	0,183	Not Good

Source: Data managed with Smart PLS, 2021

From the output above, it can be seen that the SRMR value is 0.103 so that the model is not suitable or has not met the criteria for goodness of fit model. This can also be seen in the NFI value which is actually close to 0, which states that the model is not suitable or has not met the criteria for goodness of fit model. Hypothesis Test In this hypothesis testing stage, it will be analyzed whether there is a significant influence between the independent variable and the dependent variable. Testing the proposed hypothesis is done by looking at the path coefficients which show the parameter coefficients and the significance value of the t statistics. The significance of the estimated parameters can provide information about the relationship between the research variables. The limit for rejecting and accepting the proposed hypothesis is using a probability of 0.05. The table below presents a picture of the t test model and Smart PLS output for the t test / effect :

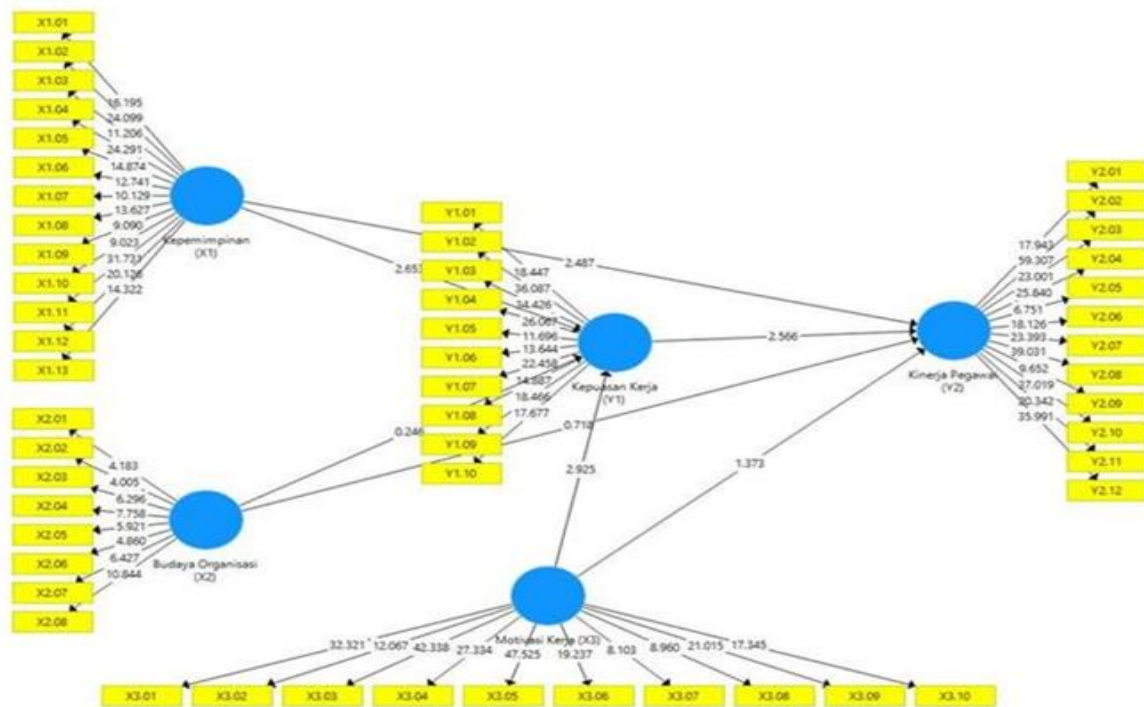


Figure 2. Model Smart PLS and value Uji t

Table 9. Hypothesis Test based on Path Coefficient

Variabel	Original Sample (O)	T Statistics (O/STDEV)	P Values	Keterangan
Organization Culture (X2) -> Job Satisfaction (Y1)	-0.035	0.246	0.806	Not proven
Organization Culture (X2) -> Employee Performance (Y2)	-0.146	0.718	0.473	Not proven
Leadership (X1) -> Job Satisfaction (Y1)	0.406	2.653	0.008	Proven
Leadership (X1) -> Job Satisfaction (Y2)	0.563	2.487	0.013	Proven
Job Satisfaction (Y1) -> Employee Performance (Y2)	0.530	2.566	0.011	Proven
Work Motivation (X3) -> Job Satisfaction (Y1)	0.463	2.925	0.004	Proven
Work Motivation (X3) -> Employee Performance (Y2)	-0.324	1.373	0.170	Not proven

The basis for decision making is based on the significance value (Haryono, 2017):

1. If the P Value > 0.05 then H0 is accepted (There is no effect).
2. If the P value ≤ 0.05 then H0 is rejected (There is an influence).

Leadership has a positive and significant effect on employee job satisfaction at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Agency. This is because the P value < 0.05 (0.008 < 0.05), so Ho is rejected and Ha is accepted. Organizational culture has a positive and insignificant effect on employee job satisfaction at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Agency. This is because the P values > 0.05 (0.806 > 0.05), so Ho is accepted and Ha is rejected. Work motivation has a positive and significant effect on employee job satisfaction of the Education Communication Technology Center of the Education, Youth and Sports Office of the Special Region of Yogyakarta. Yogyakarta. This is because the P values < 0.05 (0.004 < 0.05), so Ho is rejected and Ha is accepted.

Job satisfaction has a positive and significant effect on employee performance at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Agency. This is because the P values < 0.05 (0.011 < 0.05), so Ho is rejected and Ha is accepted. Leadership has a positive and significant effect on employee performance at the Education Communication Technology Center of the Education, Youth and Sports Office

of the Yogyakarta Special Region. This is because the P values < 0.05 ($0.013 < 0.05$), so H_0 is rejected and H_a is accepted. Organizational culture has a positive and insignificant effect on employee performance at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Agency. This is because the P values > 0.05 ($0.473 > 0.05$), so H_0 is accepted and H_a is rejected. Work motivation has a positive and insignificant effect on employee performance at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Agency. This is because the P values > 0.05 ($0.170 > 0.05$), so H_0 is accepted and H_a is rejected.

Mediation Analysis

This analysis is to see the magnitude of the coefficient directly and indirectly from the dependent variable to the independent variable, by paying attention to the magnitude of the coefficient, the magnitude of the direct and indirect influence can be compared. Furthermore, the significance test of the mediating effect is carried out to determine whether the mediating or intervening variable mediates the effect of the independent variable on the dependent or not.

Table 10. Test Results for the Effect of Mediation Variables

Specific Indirect EffectsVariabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organization Culture (X2) -> Job Satisfaction (Y1) ->Employee Performance (Y2)	-0.018	-0.006	0.089	0.206	0.837
Leadership (X1) -> Job Satisfaction (Y1) -> Employee Performance (Y2)	0.215	0.232	0.136	1.585	0.114
Work Motivation (X3) -> Job Satisfaction (Y1) ->Employee Performance (Y2)	0.246	0.237	0.123	1.998	0.046
Organization Culture (X2) -> Job Satisfaction (Y1)	-0.035	-0.012	0.141	0,246	0.806
Total Effects					
Organization Culture (X2) -> Employee Performance (Y2)	-0.165	-0.151	0.197	0.833	0.405
Leadership (X1) -> Job Satisfaction (Y1)	0.406	0.423	0.153	2.653	0.008
Leadership (X1) -> Employee Performance (Y2)	0.778	0.786	0.172	4.532	0.000
Job Satisfaction (Y1) -> Employee Performance (Y2)	0.530	0.547	0.207	2.566	0.011
Work Motivation (X3) -> Job Satisfaction (Y1)	0.463	0.447	0.158	2.925	0.004
Work Motivation (X3) -> Employee Performance (Y2)	-0.079	-0.088	0.186	0.422	0.673

Specific Indirect effects

Direct, indirect, and total effects

This analysis is to determine the coefficient of direct, indirect, and total influence. Based on the Path Coefficient hypothesis test and the results of the mediating variable effect test, the analysis results are as follows:

- 1) The effect of leadership (X1) on employee performance (Y2) through job satisfaction (Y1). The direct effect of leadership (X1) on employee performance (Y2) is 0.563.
- 2) The indirect effect of leadership (X1) to employee performance (Y2) through job satisfaction (Y1) is 0.215.
- 3) The total effect is 0.778.

With this it can be seen that the indirect effect of leadership (X1) on employee performance (Y2) through job satisfaction (Y1) is greater than the direct effect of leadership (X1) on employee performance (Y2). b. The effect of organizational culture (X2) on employee

performance (Y2) through job satisfaction (Y1). The direct effect of organizational culture (X2) to job satisfaction (Y2) is -0.146. The indirect effect of organizational culture (X2) to employee performance (Y2) through job satisfaction (Y1) is -0.018...

- 4) The total effect is -0.165.

With this it can be seen that the direct effect of organizational culture (X2) on employee performance (Y2) is greater than the indirect effect of organizational culture (X2) on employee performance (Y2) through job satisfaction (Y1). The effect of work motivation (X3) on employee performance (Y2) through job satisfaction (Y1). The direct effect of work motivation (X3) to employee performance (Y2) is -0.324. The indirect effect of work motivation (X3) to employee performance (Y2) through job satisfaction (Y1) is 0.246.

- 5) The total effect is -0.079. With this, it can be seen that the indirect effect of work motivation (X3) on employee performance (Y2) through job satisfaction (Y1) is greater than the direct effect of work motivation (X3) on employee performance (Y2).

Significance test of the influence of mediating variables

The results of path analysis or mediation effect test can be seen in the Specific Indirect Effect output, if the P value is less than 0.05 then there is a mediation effect. The results of the significance test of the influence of the mediating variable: a. Leadership has a positive and insignificant effect on employee performance through job satisfaction. This is because the P value > 0.05 ($0.114 > 0.05$), so H_0 is accepted and H_a is rejected. b. Organizational culture has a positive and insignificant effect on employee performance through job satisfaction. This is because the P values > 0.05 ($0.837 > 0.05$), so H_0 is accepted and H_a is rejected. c. Work motivation has a positive and significant effect on employee performance through job satisfaction. This is because the P values < 0.05 ($0.046 < 0.05$), so H_0 is rejected and H_a is accepted.

Discussion

The effect of leadership on job satisfaction

Leadership has an effect on job satisfaction as shown by the research results with a P value < 0.05 . This influence occurs due to, among others: the education of S1 level employees at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Office has a large enough portion, namely; 72.5% so that they understand the strategies carried out by leaders to create job satisfaction.

The effect of organizational culture on job satisfaction

Organizational culture has no effect on job satisfaction as shown by the research results with P value > 0.05 . The lack of effect of organizational culture is due to, among others: the education of high school/vocational school level employees at the Education Communication Technology Center of the Education, Youth and Sports Office of Yogyakarta Special Region, although the portion is quite small, namely; 12.5%, is suspected to affect the lack of maximum understanding in building organizational culture.

The effect of work motivation on job satisfaction

Motivation has an effect on job satisfaction as shown by the research results with a P value < 0.05 . This influence occurs due to, among others: 40% of the employees at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Agency are young, between 20 and 30 years old, so they are expected to have high motivation to achieve high organizational performance.

Effect of job satisfaction on employee performance

Job satisfaction has an effect on employee performance as shown by the research results with a P value < 0.05 . This influence occurs due to, among others: young employees between 20 and 30 years old at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Office have a large enough portion, namely; 40% so that the level of satisfaction is high, namely they will not be quickly satisfied with the results of their work, this will encourage increased employee performance.

The effect of leadership on employee performance.

Leadership has an effect on employee performance as shown by the research results with a P value < 0.05 . This influence occurs due to, among others: the education of S1 level employees at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Office has a large enough portion, namely; 72.5% so that they understand how to build good performance.

Effect of organizational culture on employee performance

Organizational culture has no effect on employee performance as shown by the research results with P value > 0.05 . Organizational culture has no effect due to, among others: education of high school / vocational school level employees at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Office, although the portion is quite small, namely; 12.5%, is suspected to have an effect on less than optimal understanding in building organizational performance.

The effect of work motivation on employee performance

Motivation has no effect on employee performance as shown by the research results with P value > 0.05 . This effect occurs due to, among others: 10% of the age of employees at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Office is above 50 years old, and it is suspected that their motivation has decreased, although the portion is quite small but because there is an element of seniority, the work motivation of senior employees who have decreased will be emulated by junior employees so that it is suspected to affect the decline in motivation of young employees.

The effect of leadership on employee performance through job satisfaction

Based on the results of testing the indirect construct path coefficient (mediation analysis), it shows that leadership has a positive and insignificant effect on employee performance through job satisfaction as an intervening variable at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Office, this can be proven from the research results with a P value > 0.05 . Thus, job satisfaction does not successfully mediate between the influence of leadership on employee performance. This ineffectiveness is due to, among others: the education of high school/vocational school level employees at the Education Communication Technology Center of the Education, Youth and Sports Office of the Yogyakarta Special Region, although it has a fairly small portion; namely; 12.5%, but it is suspected that it affects the lack of maximum understanding of how to build good performance.

Effect of organizational culture on employee performance through job satisfaction

Based on the results of testing the indirect construct path coefficient (mediation analysis), it shows that organizational culture has a positive and insignificant effect on employee performance through job satisfaction as an intervening variable at the Communication Technology Center for Education. Education, Youth and Sports Office of Yogyakarta Special

Region, this can be proven from the research results with a $P \text{ value} > 0.05$. Thus, job satisfaction does not successfully mediate between the influence of organizational culture on employee performance. This ineffectiveness is due to, among others: the education of high school / vocational school level employees at the Education Communication Technology Center of the Education, Youth and Sports Office of the Yogyakarta Special Region, although it has a fairly small portion; namely; 12.5%, but it is suspected that it affects less than optimal in understanding how to build good performance.

The effect of work motivation on employee performance through job satisfaction.

Based on the results of testing the indirect construct path coefficient (mediation analysis), it shows that work motivation has a positive and significant effect on employee performance through job satisfaction as an intervening variable at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Office, this can be proven from the research results with a $P \text{ value} < 0.05$. Thus job satisfaction successfully mediates between the influence of work motivation on employee performance. This influence occurs due to, among others: 40% of employees at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Agency are still young, between 20 years and 30 years old, so they are expected to have high motivation to achieve high organizational performance.

CONCLUSION AND SUGGESTION

Conclusion

From the results of data analysis in chapter IV above, the following conclusions can be drawn: Leadership has a positive and significant effect on employee job satisfaction at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Agency. This means that the increase in leadership will increase job satisfaction. This shows that hypothesis 1 is accepted. Organizational culture has a positive and insignificant effect on employee job satisfaction at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Agency. This means that the better the organizational culture, not necessarily the higher the level of job satisfaction. This shows that hypothesis 2 is not accepted.

Work motivation has a positive and significant effect on employee job satisfaction at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Agency. This means that the better the work motivation, the higher the level of job satisfaction. This shows that hypothesis 3 is accepted. Work motivation has a positive and significant effect on employee performance at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Agency. This means that the increase in work motivation will increase job satisfaction. This shows that hypothesis 4 is accepted. Leadership has a positive and significant effect on employee performance at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Agency. This means that the more leadership increases, the more employee performance will increase. This shows that hypothesis 5 is accepted.

Organizational culture has a positive and insignificant effect on employee performance at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Agency. This means that the better the organizational culture, not necessarily the higher the level of performance. This shows that hypothesis 6 is not accepted. Work motivation has a positive and insignificant effect on employee performance at the Education Communication Technology Center of the Yogyakarta Special Region Education, Youth and Sports Agency. This means that the better the work motivation, not necessarily the

higher the level of performance. This shows that hypothesis 7 is not accepted. Leadership has a positive and insignificant effect on employee performance through job satisfaction. This means that the better the leadership, it will not necessarily increase employee job satisfaction, so that indirectly employee performance may not necessarily increase. This shows that hypothesis 8 is not accepted. Organizational culture has a positive and insignificant effect on employee performance through job satisfaction. This means that the better the organizational culture, it will not necessarily increase employee job satisfaction, so that indirectly employee performance may not necessarily increase. This shows that hypothesis 9 is not accepted. Work motivation has a positive and significant effect on employee performance through job satisfaction. This means that the better the work motivation, it will increase employee job satisfaction, so that indirectly employee performance will increase. This shows that hypothesis 10 is accepted.

Suggestion

Based on the discussion and conclusions in this study, the suggestions in this study that can be used as a reference in improving employee performance are:

1. Leaders of the Education Communication Technology Center, Education, Youth and Sports Office of Yogyakarta Special Region should always provide motivation to employees, namely in the form of providing allowances, awards, promotions based on performance, assigning tasks according to employee abilities, involving all employees in every office activity, and providing opportunities to develop themselves through formal and informal education so that employees can improve their abilities. Through the provision of this motivation, it is expected to increase employee job satisfaction so that it will improve employee and organizational performance.
2. Leaders of the Education Communication Technology Center, Education, Youth and Sports Office of Yogyakarta Special Region should always make innovations according to technological developments in the Jogja Belajar E-Learning service in order to always provide the best service to the community, especially the education community.
3. Leaders of the Education Communication Technology Center, Education, Youth and Sports Office of Yogyakarta Special Region should be more intensive in conveying the vision and mission of the organization to employees so that employees know the vision and mission of the organization and make the vision and mission of the organization as a foundation and direction in working to achieve organizational goals.
4. The leadership of the Education Communication Technology Center, Education, Youth and Sports Office of the Special Region of Yogyakarta should always develop strategies, both strategies to realize the vision and mission of the organization and strategies to improve employee performance, for example by providing guidance and advice to employees in carrying out work, evaluating employee work results, providing employee work facilities and infrastructure and so on, so that organizational goals can be achieved and employee performance is getting better.
5. For further researchers to expand their research by considering other variables that affect employee performance, such as performance benefits, organizational commitment, employee competence, and so on in order to obtain better research results.

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