

THE INFLUENCE OF WORK MORALE, LEADERSHIP AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE OF THE KUPANG CITY LOCAL GOVERNMENT ADMINISTRATION SECTION THROUGH JOB SATISFACTION AS A MEDIATING VARIABLE

Dewi Fitriani¹, Henny A. Manafe^{2*}, Yolinda Yanti Sonbay³
^{1,2*,3}Universitas Katolik Widya Mandira Kupang

ARTICLE INFO

Keywords:

Work Spirit,
Leadership,
Organizational Culture,
Job Satisfaction
Employees Performance

E-mail:

fitrianiidewi301@yahoo.com
heenyunwira@gmail.com
yolinda81@gmail.com

ABSTRACT

Performance is necessary because it reflects an employee's capacity to complete assigned duties. According to the performance achievements of the Kupang City Regional Secretariat Governance Section employees over the past three years, employee performance in the Kupang City Regional Secretariat Governance Section has declined and is believed to be influenced by work enthusiasm, leadership, organizational culture, and job satisfaction. This investigation seeks to establish: 1) Respondents' perceptions of morale, leadership, organizational culture, job satisfaction, and employee performance in the Kupang City Local Government Administration Section; 2) The significance of the influence of work spirit, leadership, and organizational culture on job satisfaction; 3) The significance of the influence of job satisfaction on employee performance; and 4) The significance of the influence of job satisfaction on employee performance. Descriptive statistical analysis reveals that the variables of work zeal, leadership, job satisfaction, and performance are quite favorable. The perception of organizational culture variables, however, is positive. Work enthusiasm affects employee performance; leadership has no effect on employee performance; organizational culture has no effect on employee performance; job satisfaction affects employee performance; and work enthusiasm has a significant effect on job satisfaction.

Copyright © 2023 Jurnal Ekonomi. All rights reserved.
It is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc/4.0/)

1. INTRODUCTION

Agencies that serve the public interest such as government agencies and private organizations demand maximum achievement related to increasing work results in order to achieve organizational goals. Human resources who work in an organization's environment are also called personnel, labor, employees and employees[1]–[3]. In the public sector, human resource management has an important role in the bureaucracy.

[4], [5] reveals that performance is a person's success in carrying out a job. Furthermore [6]–[8] said that employee performance is the ability of employees to perform a particular expertise. The existence of employees as a resource for the government apparatus, serving the community, is required to be able to work with maximum results through their performance. achieving maximum employee performance is very dependent on how employees carry out work according to the main tasks and functions that apply.

From the achievement data of the performance indicators of the Governance Section of the Regional Secretariat of Kupang City for 2018-2020 shows that the employee's performance has not been maximized because it has not reached the target that has been set. Based on these problems, the formulation of the problem in this study is (1) What is the description of work enthusiasm, leadership, organizational culture, job satisfaction and employee performance in the Governance Section of the Regional Secretariat of the City of Kupang. (2) Does work enthusiasm have a positive and significant effect on job satisfaction of employees of the Governance Section of the Regional Secretariat of Kupang City. (3) Does leadership have a positive and significant effect on job satisfaction of employees of the Governance Section of the Regional Secretariat of the City of Kupang. (4) Does organizational culture have a positive and significant effect on job satisfaction of employees of the Governance Section of the Regional Secretariat of Kupang City. (5) Does work enthusiasm have a positive and significant effect on employee performance in the Governance Section

The Influence of Work Morale, Leadership and Organizational Culture on Employee Performance Of the Kupang City local Government Administration Section through Job Satisfaction as a Mediating Variable.

Dewi Fitriani, et.al

of the Regional Secretariat of Kupang City. (6) Does leadership have a positive and significant effect on employee performance in the Governance Section of the Regional Secretariat of the City of Kupang. (7) Does organizational culture have a positive and significant effect on employee performance in the Governance Section of the Regional Secretariat of the City of Kupang. (8) Does job satisfaction have a positive and significant effect on employee performance in the Governance Section of the Regional Secretariat of the City of Kupang. (9) Can job satisfaction mediate the positive and significant influence of work enthusiasm, leadership, and organizational culture on employee performance in the Governance Section of the Regional Secretariat of the City of Kupang.

2. LITERATURE REVIEWS

Employee Performance

Human resource performance is a translation of the word job performance or actual performance (work achievement or actual achievement achieved by a person)[9]. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave in accordance with the tasks assigned to him as well as the quantity, quality, and time spent on tasks[10].

Job satisfaction

Some experts provide an understanding of job satisfaction or Job Satisfaction with an emphasis on each point of view. However, these views are not contradictory, but can complement each other.[11]states that job satisfaction is the level of pleasant feelings obtained from job appraisal a person or work experience, in other words, satisfaction reflects how we feel about our work and what we think about our work.

Spirit at work

According to[12]that the spirit of work is the passion to carry out an activity actively, so it is hoped that the work can be done quickly and better. According to[13]-[15]argues that enthusiasm for work can make someone do the job faster and better. An employee who has good morale will certainly give a positive attitude and desire to do work with passion and pleasure. According to[16]that morale or morale is a reflection of the attitude or mental state of an individual or a team.

Leadership

According to[17], a leader is someone who has subordinates or followers for a goal and his success is greatly influenced by the leadership he has.[18] suggests leadership is a person's ability to influence other people (subordinates) in such a way that other people want to do the will of the leader even though personally it may not please him.

Organizational culture

Organizational culture as the values, principles, traditions and ways of working that are shared by members of the organization and influence the way they act[19].Organizational culture is a system of shared meaning held by members that differentiates the organization from other organizations[20].

3. METHODS

The approach and type of research used in this study is a type of quantitative approach, using PLS SEM in data processing.

Based on the problems and theoretical studies, the hypotheses in this study are:

- 1) Work enthusiasm, leadership, organizational culture, job satisfaction, and employee performance at the Governance Section of the Regional Secretariat of the City of Kupang are quite good.
- 2) Work enthusiasm has a positive and significant effect on job satisfaction of employees of the Governance Section of the Regional Secretariat of the City of Kupang.
- 3) Leadership has a positive and significant effect on job satisfaction of employees of the Governance Section of the Regional Secretariat of the City of Kupang.
- 4) Organizational culture has a positive and significant effect on job satisfaction of employees of the Governance Section of the Regional Secretariat of the City of Kupang.
- 5) Work enthusiasm has a positive and significant effect on employee performance in the Governance Section of the Regional Secretariat of Kupang City.

The Influence of Work Morale, Leadership and Organizational Culture on Employee Performance Of the Kupang City local Government Administration Section through Job Satisfaction as a Mediating Variable.

Dewi Fitriani, et.al

- 6) Leadership has a positive and significant effect on employee performance in the Governance Section of the Regional Secretariat of the City of Kupang.
- 7) Organizational culture has a positive and significant effect on employee performance in the Governance Section of the Regional Secretariat of Kupang City.
- 8) Job satisfaction has a positive and significant effect on employee performance in the Governance Section of the Regional Secretariat of the City of Kupang.
- 9) Job satisfaction can mediate the positive and significant influence of work enthusiasm, leadership, and organizational culture on employee performance in the Governance Section of the Regional Secretariat of the City of Kupang.

4. RESULTS AND DISCUSSION

Descriptive Statistical Analysis

Descriptive analysis was carried out to describe the phenomena that occurred at the research location by calculating the respondents' perceptions[21]with the following formula:

$$PS_{-p} = \left(\frac{\bar{X}PS_{-p}}{5} \right) \times 100\% \tag{1}$$

The results of the descriptive analysis are as follows:

- 1) The Work Spirit variable gets an indicator score of 66 or is in a pretty good category.
- 2) The Leadership variable has an indicator score of 65.2 or is in a pretty good category.
- 3) The organizational culture variable gets an indicator score of 68 or is in the good category.
- 4) The job satisfaction variable obtains an indicator score of 65.6 or is in a fairly good category.
- 5) Employee performance variables get an indicator score of 64.8 or are in the pretty good category.

PLS Sem analysis

- 1) Outer Model Measurement

a) Convergent Validity

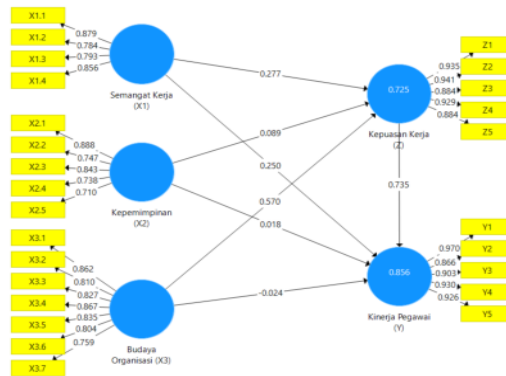


Figure 1.Outer Model Test (outer model)

The results of data processing to assess outer loadings (measurement model) in Figure 4.2 illustrate that all indicators of each variable have an outer loading value of more than 0.7.Thus it can be said that the value of this outer model meets convergent validity. The following is a test of the validity and reliability of outer loading:

Table 1. Outer Loadings

	BO (X3)	KPM (X2)	KK (Z)	KP (Y)	SK (X1)
X1.1					0.879
X1.2					0.784
X1.3					0.793
X1.4					0.856
X2.1		0.888			
X2.2		0.747			

The Influence of Work Morale, Leadership and Organizational Culture on Employee Performance Of the Kupang City local Government Administration Section through Job Satisfaction as a Mediating Variable.

Dewi Fitriani, et.al

	BO (X3)	KPM (X2)	KK (Z)	KP (Y)	SK (X1)
X2.3		0.843			
X2.4		0.738			
X2.5		0.710			
X3.1	0.862				
X3.2	0.810				
X3.3	0.827				
X3.4	0.867				
X3.5	0.835				
X3.6	0.804				
X3.7	0.759				
Y1				0.970	
Y2				0.866	
Y3				0.903	
Y4				0.930	
Y5				0.926	
Z1			0.935		
Z2			0.941		
Z3			0.884		
Z4			0.929		
Z5			0.884		

The results in the table above show that the loading factor value is > 0.07 , so all indicators are declared valid and feasible to be used in this study.

Furthermore, to test the variables studied also show the stability and consistency of an instrument, a reliability test is carried out. Reliability is measured by looking at the composite reliability value and Cronbach's alpha value.

b) Discriminant Validity

Discriminant validity is measured to find out that a construct is different from other variables. This is because a variable is unique and captures phenomena that are not captured by other variables[22]. For this reason, the validity of the shipment must be tested at the indicator level with cross loading. The results of the algorithm test are as follows:

Table 2. Cross Loading Value

	BO (X3)	KPM (X2)	KK (Z)	KP (Y)	SK (X1)
X1.1	0.831	0.609	0.842	0.824	0.879
X1.2	0.558	0.293	0.467	0.540	0.784
X1.3	0.420	0.252	0.414	0.512	0.793
X1.4	0.508	0.255	0.582	0.626	0.856
X2.1	0.724	0.888	0.650	0.662	0.627
X2.2	0.173	0.747	0.158	0.121	0.079
X2.3	0.490	0.843	0.525	0.379	0.329
X2.4	0.156	0.738	0.137	0.121	0.079
X2.5	0.326	0.710	0.227	0.317	0.157
X3.1	0.862	0.633	0.921	0.871	0.720
X3.2	0.810	0.352	0.649	0.515	0.495
X3.3	0.827	0.647	0.573	0.497	0.450
X3.4	0.867	0.468	0.681	0.627	0.666
X3.5	0.835	0.530	0.613	0.622	0.712
X3.6	0.804	0.450	0.652	0.712	0.641
X3.7	0.759	0.409	0.566	0.515	0.456
Y1	0.730	0.467	0.835	0.970	0.789
Y2	0.702	0.468	0.820	0.866	0.791

The Influence of Work Morale, Leadership and Organizational Culture on Employee Performance Of the Kupang City local Government Administration Section through Job Satisfaction as a Mediating Variable.

Dewi Fitriani, et.al

	BO (X3)	KPM (X2)	KK (Z)	KP (Y)	SK (X1)
Y3	0.733	0.520	0.830	0.903	0.601
Y4	0.711	0.538	0.873	0.930	0.758
Y5	0.706	0.460	0.823	0.926	0.644
Z1	0.811	0.659	0.935	0.859	0.693
Z2	0.739	0.539	0.941	0.907	0.744
Z3	0.776	0.436	0.884	0.715	0.697
Z4	0.731	0.565	0.929	0.879	0.657
Z5	0.729	0.360	0.884	0.790	0.567

Based on the table above it can be seen that the cross loading value (correlation) for each latent variable (construct) with indicators from each latent variable, dominantly has a higher cross loading value compared to the cross loading (correlation) of other constructs with their indicators in the same block. This shows that latent variables (constructs) predict indicators in their block better than indicators in other blocks, or in other words that each latent variable has good discriminant validity in measuring its constructs.

c) Composite Reliability and Cronbach's alpha

Table 3. Composite Reliability and Cronbach's alpha values

	Composite Reliability	Cronbach's Alpha
Organizational Culture (X3)	0.937	0.922
Leadership (X2)	0.891	0.876
Job Satisfaction (Z)	0.962	0.951
Employee Performance (Y)	0.965	0.954
Morale (X1)	0.898	0.853

Based on the table above, the composite reliability value for all constructs is above 0.7 and the Cronbach's alpha value is above 0.7 for all constructs. Thus it can be concluded that all constructs have good reliability in accordance with the required minimum threshold.

d) Average Variance Extracted (AVE)

Table 4. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Organizational Culture (X3)	0.679
Leadership (X2)	0.621
Job Satisfaction (Z)	0.837
Employee Performance (Y)	0.846
Morale (X1)	0.687

The results of the analysis show the Average Variance Extracted value(AVE)for all constructs greater than 0.5, this indicates that latent variables (constructs) predict indicators in their block better than indicators in other blocks, or in other words that each latent variable has good discriminant validity in measuring constructs or latent variable.

Inner Model Measurement

a) Coefficient of Determination (R²)

The coefficient of determination measures how much variation the dependent latent variable is explained by the independent latent variable[23].

Table 5. R Square Value

	R Square	R Square Adjusted
Job Satisfaction (Z)	0.725	0.693
Employee Performance (Y)	0.856	0.833

The Influence of Work Morale, Leadership and Organizational Culture on Employee Performance Of the Kupang City local Government Administration Section through Job Satisfaction as a Mediating Variable.

Dewi Fitriani, et.al

Based on the table above it can be explained that:

1. The Coefficient of Determination (R²) of Job Satisfaction and its indicators explains that the variation in the ups and downs of the job satisfaction variable is caused by variations in the work spirit variable with its indicators, leadership variable with its indicators and organizational culture with its indicators so that job satisfaction has a value coefficient of determination of 0.725 or 72% while the remaining 28% is explained by other variables.
2. The Coefficient of Determination (R²) of Employee Performance and its indicators explains that variations in employee performance variables are caused by variations in work spirit variables with their indicators, leadership variables with their indicators and organizational culture with its indicators as well as job satisfaction with indicators the indicator. Thus employee performance has a coefficient of determination of 0.856 or 86% while the remaining 14% is explained by other variables.

b) Hypothesis testing

Table 6. Path Coefficients test results

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Enthusiasm (X1) -> Job Satisfaction (Z)	0.277	0.279	0.122	2,262	0.024
Leadership (X2) -> Job Satisfaction (Z)	0.089	0.092	0.132	0.675	0.500
Organizational Culture (X3) -> Job Satisfaction (Z)	0.570	0.568	0.155	3,683	0.000
Morale (X1) -> Employee Performance (Y)	0.250	0.239	0.123	2,033	0.043
Leadership (X2) -> Employee Performance (Y)	0.018	0.014	0.108	0.169	0.866
Organizational Culture (X3) -> Employee Performance (Y)	-0.024	-0.024	0.168	0.140	0.889
Job Satisfaction (Z) -> Employee Performance (Y)	0.735	0.743	0.136	5,409	0.000

Based on the significant values in the table above, it can be explained as follows:

1. **Morale has a positive and significant effect on job satisfaction of employees of the Governance Section of the Regional Secretariat of the City of Kupang**

The results of testing the second hypothesis show a significant coefficient value with a T-statistic value of 2,262. This value is greater than the T-table value of 1.96. and the P value of 0.024 is smaller than the alpha of 0.05. The original sample value was positive 0.277. This shows that the direction of the relationship between the two variables is positive in the same direction. So the second hypothesis which states that morale has a positive and significant effect on job satisfaction is proven, so the hypothesis is accepted.

2. **Leadership has a positive and significant effect on job satisfaction of employees of the Governance Section of the Regional Secretariat of the City of Kupang**

The results of testing the third hypothesis show a significant coefficient value with a T-statistic value of 0.675. This value is smaller than the T-table value of 1.96. and the P value of 0.500 is greater than the alpha of 0.05. The original sample value was positive 0.089. This shows that the direction of the relationship between the two variables is positive in the same direction. So the third hypothesis which states that leadership has a positive and significant effect on job satisfaction is not proven, so the hypothesis is rejected.

3. **Organizational Culture has a positive and significant effect on job satisfaction of employees of the Governance Section of the Regional Secretariat of the City of Kupang**

The results of testing the fourth hypothesis show a significant coefficient value with a T-statistic value of 3.683. This value is greater than the T-table value of 1.96. and the P value of 0.000 is smaller than

the alpha of 0.05. The original sample value is positive 0.570. This shows the direction of the relationship between the two variables is positive in the same direction. Then the fourth hypothesis which states that organizational culture has a positive and significant effect on job satisfaction is proven, so the hypothesis is accepted.

4. Morale has a positive and significant effect on employee performance in the Governance Section of the Regional Secretariat of the City of Kupang

The results of testing the fifth hypothesis show a significant coefficient value with a T-statistic value of 2.033. This value is greater than the T-table value of 1.96. and the P value of 0.043 is smaller than the alpha of 0.05. The original value of the sample is positive 0.250. This shows the direction of the relationship between the two variables is positive in the same direction. Then the fifth hypothesis which states that morale has a positive and significant effect on employee performance is proven, so the hypothesis is accepted.

5. Leadership has a positive and significant effect on employee performance in the Governance Section of the Regional Secretariat of the City of Kupang

The results of testing the sixth hypothesis show a significant coefficient value with a T-statistic value of 0.169. This value is smaller than the T-table value of 1.96. and the P value of 0.866 is greater than the alpha of 0.05. The original sample value is positive 0.018. This shows the direction of the relationship between the two variables is positive in the same direction. Then the sixth hypothesis which states that morale has a positive and significant effect on employee performance is not proven, so the hypothesis is rejected.

6. Organizational culture has a positive and significant effect on employee performance in the Governance Section of the Regional Secretariat of Kupang City

The results of testing the seventh hypothesis show a significant coefficient value with a T-statistic value of 0.140. This value is smaller than the T-table value of 1.96. and the P value of 0.889 is greater than the alpha of 0.05. The original sample value is negative -0.024. This shows the direction of the relationship between the two variables is negative and not unidirectional. Then the seventh hypothesis which states that organizational culture has a positive and significant effect on employee performance is not proven, so the hypothesis is rejected.

7. Job satisfaction has a positive and significant effect on the performance of employees of the Governance Section of the Regional Secretariat of the City of Kupang

The results of testing the eighth hypothesis show a significant coefficient value with a T-statistic value of 5.409. This value is greater than the T-table value of 1.96. and the P value of 0.000 is smaller than the alpha of 0.05. The original sample value is positive 0.735. This shows the direction of the relationship between the two variables is positive in the same direction. Then the eighth hypothesis which states that job satisfaction has a positive and significant effect on employee performance is proven, so the hypothesis is accepted.

8. Job satisfaction can mediate the positive and significant influence of morale, leadership, and organizational culture on performance in employees of the Governance Section of the Regional Secretariat of the City of Kupang

Based on the results of the nine hypothesis tests, it can be seen that the role of job satisfaction as a variable that mediates the influence of morale, leadership, and organizational culture on employee performance. The significance value of the effect between variables can be seen in the following table.

Table 7. Indirect Influence Test

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	Q Statistics (O/STDEV)	P Values
Morale (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.204	0.203	0.090	2,267	0.024

Leadership (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.065	0.066	0.097	0.671	0.502
Organizational Culture (X3) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.419	0.429	0.159	2,644	0.008

1. The results of hypothesis testing show that the variable job satisfaction can mediate the effect of morale on employee performance which is indicated by the T-Statistics value of 2.267. This value is greater than the T-table value of 1.96. and the P value of 0.024 is smaller than the alpha of 0.05. The original sample value is positive 0.204. This shows that the direction of the variable relationship is positive in the same direction. So the hypothesis which states that job satisfaction can mediate the positive and significant influence of morale on employee performance is proven, so the hypothesis is accepted.
2. The results of hypothesis testing show that job satisfaction variables can mediate the influence of leadership on employee performance which is indicated by the T-statistic value of 0.671. This value is smaller than the T-table value of 1.96. and the P value of 0.502 is greater than the alpha of 0.05. The original sample value is positive 0.065. This shows that the direction of the variable relationship is positive in the same direction. Then the hypothesis which states that job satisfaction can mediate the positive and significant influence of leadership on employee performance is not proven, so the hypothesis is rejected.
3. The results of hypothesis testing show that the variable job satisfaction can mediate the influence of organizational culture on employee performance which is indicated by the T-Statistics value of 2.644. This value is greater than the T-table value of 1.96. and the P value of 0.008 is smaller than the alpha of 0.05. The original sample value is positive 0.419. This shows the direction of the relationship between the two variables is positive in the same direction. Then the hypothesis which states that job satisfaction can mediate the positive and significant influence of organizational culture on employee performance is proven, so the hypothesis is accepted.

DISCUSSION

Discussion of Descriptive Statistical Analysis

An Overview of Work Enthusiasm, Leadership, Organizational Culture, Job Satisfaction and Employee Performance in the Governance Section of the Regional Secretariat of Kupang City

Based on the results of the descriptive analysis it is known that the average score of the variable morale is 66% in a fairly good category. Leadership has an average score of 65.2% in a fairly good category, organizational culture has an average score of 68% in a good category, job satisfaction has an average score of 65.6% with the category quite good and employee performance has an average score of 64.8% with a pretty good category. Therefore based on the results of the descriptive analysis showed that the respondents' responses to the variables of morale, leadership, job satisfaction and employee performance were quite good. On the other hand, the response to organizational culture variables is good.

Discussion of Inferential Statistical Analysis

1. Hypothesis 2: Work morale has a positive and significant effect on job satisfaction of employees of the Governance Section of the Regional Secretariat of Kupang City

The results of testing the two hypotheses have a significant effect on Work Morale (X1) on Job Satisfaction (Z) showing a significant coefficient value, namely the T-Statistic value of 2.262. This value is greater than the T-Table value of 1.96 and the P value of 0.024 is smaller than the alpha of 0.05, so the second hypothesis is accepted

The results of this study are supported by the opinion of Victor Vroom (1964) in [24] that high morale plays a key role in creating productivity, achievement and job satisfaction. Employees who have strong work enthusiasm tend to achieve good work results, gain recognition and feel the desired job satisfaction.

The results of previous research that support the findings of this study are from Agrisna Puspita Sari (2013) who concluded that morale has a positive effect on employee job satisfaction.

2. Hypothesis 3: Leadership has a positive and significant effect on job satisfaction of employees of the Governance Section of the Regional Secretariat of Kupang City

The results of testing the third hypothesis the significant influence of Leadership (X2) on Job Satisfaction (Z) shows a significant coefficient value, namely the T-Statistic value of 0.675. This value is

The Influence of Work Morale, Leadership and Organizational Culture on Employee Performance Of the Kupang City local Government Administration Section through Job Satisfaction as a Mediating Variable.

Dewi Fitriani, et.al

smaller than the T-Table value of 1.96 and the P value of 0.500 is greater than the alpha of 0.05, so the third hypothesis is rejected.

The results of this study are not in line with the theory according to Sasongko (2008) if a leader is able to apply the right leadership attitude, employees will feel satisfied and be able to improve their performance in a more productive direction.

The results of previous research that support the findings of this study are from Putu Indah Afsari Dewi (2017) who concluded that leadership has no significant effect on job satisfaction.

3. Hypothesis 4: Organizational Culture has a positive and significant effect on job satisfaction of employees of the Governance Section of the Regional Secretariat of Kupang City

The results of testing the fourth hypothesis that the significant influence of Organizational Culture (X3) on Job Satisfaction (Z) shows a significant coefficient value, namely the T-Statistic value of 3,683. This value is greater than the T-Table value of 1.96 and the P value of 0.000 is smaller than the alpha of 0.05, so the fourth hypothesis is accepted.

The results of this study are in line with the theory according to [19] stated that there are 2 important factors that bring more job satisfaction. The first is work that provides an opportunity to use skills and feedback on how well they are doing. The second is how the working conditions of employees, both in terms of personal comfort and ease of doing work.

The results of previous research that support the findings of this study are from Sudirman Dandu (2019) who concluded that organizational culture directly has a positive and significant effect on job satisfaction.

4. Hypothesis 5: Work Morale has a positive and significant effect on employee performance in the Governance Section of the Regional Secretariat of Kupang City.

The results of testing the fifth hypothesis have a significant effect on work morale (X1) on employee performance (Y) showing a significant coefficient value, namely the T-Statistic value of 2.033. This value is greater than the T-Table value of 1.96 and the P value of 0.043 is smaller than the alpha of 0.05, so that the fifth hypothesis is accepted.

The results of this study are in line with the theory according to Muchinsky (2002) in Triadityo (2012: 38) that morale can make a person do work faster and better.

Some of the results of previous research that support the findings of this study are from Surya Kelana Basri and Rusdian Rauf (2021) concluded that work enthusiasm partially has a significant effect on employee performance. Furthermore, the research results of Abdul Haliq, Umar Makawi and Dewi Merdayanty (2016) concluded that the better the employee's morale, the better the performance, and vice versa, the better the employee's performance, the better the morale will be. In addition, the results of research from Austin Alexander Parhusip, Vibi Alamsyah and Muhammad Fathur Rahman (2019) concluded that morale has a positive effect on employee performance.

5. Hypothesis 6: Leadership has a positive and significant effect on employee performance in the Governance Section of the Regional Secretariat of Kupang City.

The results of testing the sixth hypothesis the significant effect of Leadership (X2) on Employee Performance (Y) shows a significant coefficient value, namely the T-Statistic value of 0.169. This value is smaller than the T-Table value of 1.96 and the P value of 0.866 is greater than the alpha of 0.05, so the sixth hypothesis is rejected.

The results of this study are not in line with the theory according to [25] that the task of the leader is to assist followers in achieving goals and to provide direction which needs support to achieve organizational goals. This theory suggests that the task of the leader is to provide information, support or other resources for his followers to achieve the goals that have been set.

6. Hypothesis 7: Organizational culture has a positive and significant effect on employee performance in the Governance Section of the Regional Secretariat of Kupang City

The results of testing the seventh hypothesis that the significant influence of Organizational Culture (X3) on Employee Performance (Y) shows a significant coefficient value, namely the T-Statistic value of 0.140. This value is smaller than the T-Table value of 1.96 and the P value of 0.889 is greater than the alpha of 0.05, so the seventh hypothesis is rejected.

The results of this study are not in line with the theory according to Schein (1992) in [26] organizational culture as a pattern of basic assumptions explored, found or built by a group as *The Influence of Work Morale, Leadership and Organizational Culture on Employee Performance Of the Kupang City local Government Administration Section through Job Satisfaction as a Mediating Variable.*

learning to overcome problems related to adapting in carrying out work. The results of previous studies that support the findings of this study are [27] who concluded that organizational culture has no significant effect on employee performance.

7. Hypothesis 8: Job satisfaction has a positive and significant effect on the performance of employees of the Governance Section of the Regional Secretariat of the City of Kupang.

The results of testing the eighth hypothesis the significant effect of Job Satisfaction (Z) on Employee Performance (Y) shows a significant coefficient value, namely the T-Statistic value of 5.409. This value is greater than the T-Table value of 1.96 and the P value of 0.000 is smaller than the alpha of 0.05, so the eighth hypothesis is accepted.

The results of this study are in line with the theory from [6] which states that job satisfaction leads to increased performance, so that satisfied employees will be more productive at work. Furthermore, according to Robbins and Judge in [25] said that job satisfaction as a positive feeling about the job as a result of the evaluation of its characteristics. Jobs require interacting with coworkers and superiors, following organizational rules and policies, meeting performance standards, living with less than ideal working conditions, and the like. The results of previous research that support the findings of this study are from [15] concluded that satisfaction has a significant effect on the performance of BRI Bojonegoro Branch employees.

8. Hypothesis 9: Job satisfaction can mediate the positive and significant influence of morale, leadership, and organizational culture on employee performance in the Governance Section of the Regional Secretariat of the City of Kupang.

The results of testing the ninth hypothesis have a significant effect on Job Satisfaction (Z) as a variable that mediates the influence of Morale (X1) on Employee Performance (Y) showing a significant coefficient value, namely the T-Statistic value of 2.267. This value is greater than the T-Table value of 1.96 and the P value of 0.024 is smaller than the alpha of 0.05, so the hypothesis is accepted.

The results of testing the significant effect of Job Satisfaction (Z) as a variable that mediates the effect of Leadership (X2) on Employee Performance (Y) shows a significant coefficient value, namely the T-Statistic value of 0.671. This value is smaller than the T-Table value of 1.96 and the P value of 0.502 is greater than the alpha of 0.05, so the hypothesis is rejected.

The results of testing the significant effect of Job Satisfaction (Z) as a variable that mediates the effect of Organizational Culture (X3) on Employee Performance (Y) shows a significant coefficient value, namely the T-Statistic value of 2.644. This value is greater than the T-Table value of 1.96 and the P value of 0.008 is smaller than the alpha of 0.05, so the hypothesis is accepted.

5. CONCLUSION

Based on the results of the analysis and discussion of the variables, several conclusions can be made as follows: (1) The results of the descriptive analysis show that the respondents' description of work enthusiasm is quite good, leadership is quite good, organizational culture is good, job satisfaction is quite good, and employee performance is in the category pretty good. (2) Morale has a positive and significant effect on job satisfaction, meaning that high morale means that employee job satisfaction increases. (3) Leadership has a positive and insignificant effect on job satisfaction, meaning that better leadership will not increase job satisfaction. (4) Organizational culture has a significant effect on job satisfaction. This means that the better the organizational culture, the job satisfaction will also increase. (5) Morale has a positive and significant effect on employee performance, meaning that high morale means that employee performance is increasing. (6) Leadership has a positive and insignificant effect on employee performance, meaning that better leadership will not improve employee performance. (7) Organizational culture has a negative and insignificant effect on employee performance. This means that the better the organizational culture, the less influence it has on employee performance. (8) Job satisfaction has a significant effect on employee performance. This means that the better the job satisfaction, the improve employee performance. (9) Job satisfaction as a mediating variable is able to mediate the effect of morale on employee performance. (10) Job satisfaction as a mediating variable is unable to mediate the influence of leadership on employee performance. (11) Job satisfaction as a mediating variable is able to mediate the influence of organizational culture on employee performance. (12) The value of the coefficient of determination (R²) indicates that the ability of the variable morale, leadership, organizational culture and job satisfaction to explain employee performance variables in this study is 0.856 or 86%. Furthermore, the ability of the variable morale,

leadership, organizational culture, and job satisfaction to explain the variable job satisfaction in this study is 0.725% or 72%.

REFERENCES

- [1] A. Haliq, U. Makawi, and D. Merdayanty, "Analisis Hubungan Semangat Kerja Dengan Kinerja Di Badan Kesatuan Bangsa, Politik Dan Perlindungan Masyarakat Kabupaten Kapuas," *AS-SIYASAH J. Ilmu Sos. Dan Ilmu Polit.*, vol. 1, no. 1, 2016.
- [2] A. A. N. Pratama and A. Wardani, "Pengaruh Kemampuan Kerja dan Semangat Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja (Studi Kasus Bank Syariah Mandiri Kantor Cabang Kendal)," *J. Muqtasid*, vol. 8, no. 2, pp. 119–129, 2017.
- [3] A. A. Parhusip, V. Alamsyah, and M. F. Rahman, "Pengaruh Semangat Kerja, Kejelasan Peran, Fisik Lingkungan Kerja Terhadap Kinerja Pegawai Di Universitas Potensi Utama," *Accumulated J. (Accounting Manag. Res. Ed.*, vol. 2, no. 1, pp. 1–14, 2020.
- [4] K. Kasmir, "Manajemen Sumber Daya Manusia (Teori dan Praktik)," *Jakarta Rajawali Pers*, vol. 72, 2016.
- [5] E. Soetrisno, *Manajemen sumber daya manusia*. Kencana, 2016.
- [6] P. Afandi, *Concept & indicator human resources management for management research*. Deepublish, 2016.
- [7] C. Windaryadi, "Pengaruh Kepemimpinan dan Budaya Organisasi Terhadap Kinerja Pegawai," *J. Manaj. dan Bisnis Sriwij.*, vol. 16, no. 3, pp. 177–184, 2018.
- [8] M. Nur, A. Nilwana, I. Hatibu, and B. Barisan, "KINERJA PEGAWAI DALAM LAYANAN PENGUJIAN KENDARAAN BERMOTOR DI KABUPATEN SIDENRENG RAPPANG," *PRAJA J. Ilm. Pemerintah.*, vol. 10, no. 2, pp. 86–92, 2022.
- [9] A. P. Mangkunegara and A. Prabu, "Evaluasi kinerja sumber daya manusia," *Bandung: Refika Aditama*, pp. 61–68, 2016.
- [10] E. Sutrisno, "Manajemen Sumber Daya Manusia (Cetakan ke-8)," *Jakarta: Kencana*, 2016.
- [11] J. Colquitt, J. A. Lepine, and M. J. Wesson, *Organizational Behavior: Improving Performance and Commitment in the Workplace (4e)*. New York, NY, USA: McGraw-Hill, 2014.
- [12] A. S. Nitisemito, "Manajemen personalia," *Jakarta Ghalia Indones.*, pp. 1139–1147, 2012.
- [13] D. Y. Triadityo, "Hubungan Antara Keselamatan Kerja dengan Semangat Kerja Karyawan Bagian Produksi Cahaya Timur Offset Yogyakarta," *J. Univ. Ahmad Dahlan Yogyakarta*, 2012.
- [14] S. K. Basri and R. Rauf, "Pengaruh Semangat Kerja dan Kepuasan Kerja terhadap Kinerja Pegawai," *YUME J. Manag.*, vol. 4, no. 1, 2021.
- [15] M. F. Hasanudin, W. Utari, and N. M. Wibowo, "Pengaruh Lingkungan Kerja, Kepuasan Kerja Dan Kepemimpinan Terhadap Kinerja Pegawai Melalui Semangat Kerja Pegawai Bri Cabang Bojonegoro," *J. Mitra Manaj.*, vol. 5, no. 4, pp. 301–311, 2021.
- [16] K. Kaswan, "Psikologi Industri dan Organisasi (Cetakan 1)," *Bandung Alf*, 2017.
- [17] E. Edison, Y. Anwar, and I. Komariyah, "Manajemen Sumber Daya Manusia (Cetakan Ketiga)," *Bandung Alf*, 2018.
- [18] S. P. Siagian, "Manajemen sumber daya manusia," 2018.
- [19] S. P. Robbins, "Teori Organisasi: Struktur, Desain dan Aplikasi, Edisi ketiga." Jakarta, 2015.
- [20] D. W. UR, *Teori Organisasi" Struktur dan Desain*, vol. 1. UMMPress, 2019.
- [21] L. R. Levis, "Metode penelitian perilaku petani," *Yogyakarta: Ledalero*, 2013.
- [22] Prof. Dr. Sugiyono, *METODE PENELITIAN KUANTITATIF, KUALITATIF DAN R&D*. Jawa Barat: Penerbit Alfabeta, 2016.
- [23] M. B. Ibrahim et al., *METODE PENELITIAN BERBAGAI BIDANG KEILMUAN (Panduan & Referensi)*. PT. Sonpedia Publishing Indonesia, 2023.
- [24] Hasibuan, "Manajemen Sumber Daya Manusia," in *Manajemen Sumber Daya Manusia*, 2018.
- [25] S. P. Robbins, T. A. Judge, D. Angelica, and W. Resthi, "Perilaku Organisasi I: Organizational Behavior." -, 1919.
- [26] H. M. Muhdar, "Organizational citizenship behavior perusahaan," *Gorontalo Sultan Amai Press IAIN Sultan Amai Gorontalo*, 2015.
- [27] M. A. R. Tanjung and P. Prayekti, "Pengaruh Budaya Organisasi, Lingkungan Kerja dan OCB Terhadap Komitmen Organisasi di Titik Terang Konveksi," *Reslaj Relig. Educ. Soc. Laa Roiba J.*, vol. 4, no. 5, pp. 1372–1378, 2022

The Influence of Work Morale, Leadership and Organizational Culture on Employee Performance Of the Kupang City local Government Administration Section through Job Satisfaction as a Mediating Variable.

Dewi Fitriani, et.al