

## Research Article

## Does Job Satisfaction Mediate the Effects of Competition, Organizational Culture, and Work Motivation on Staff Performance?

Rully Defriza<sup>1</sup>, Abdul Rahman Lubis<sup>2</sup> and Iskandarsyah Madjid<sup>2</sup>

<sup>1</sup>Master of Management, Faculty of Economics and Business, Universitas Syiah Kuala, Indonesia, and Officer of the Nation and Political Unity Agency, Aceh Province, Indonesia

<sup>2</sup>Faculty of Economics and Business, Universitas Syiah Kuala, Indonesia

\*Corresponding Author  
Rully Defriza

**Abstract:** The purpose of this study is to measure and analyze the mediating effect of job satisfaction on the influences of competition, organizational culture, and work motivation on performance of the Nation and Political Unity Agency, Aceh Province, Indonesia. 113 questionnaires were distributed to the entire staffs of the agency and analyzed based on the structural equation modelling (SEM) using the statistical software of SmartPartial Least Square (SmartPLS). The study found that competition, work motivation, and organizational culture have significantly and positively affected staff performance. With the exception of competition, work motivation and organizational culture are found to have a significant and positive effect on job satisfaction. The job satisfaction is found to have insignificant influence on staff performance. Finally, the study also recorded that job satisfaction has no mediating effect on the influences of competition, motivation, and organizational culture on staff performance. These findings implied that the higher level of job satisfaction enjoyed by the staff would not guarantee an increase in their performances. Thus, any efforts to improve employees' performance should be directly focused on the improvement of competition, organization culture, and work motivation.

**Keywords:** Internal competition, Motivation, Organizational Culture, Job Satisfaction, Performance, SEM, Smart PLS.

### INTRODUCTION

Human resources are a pivotal asset of organizational success. The employee with a higher performance ensures the success of an organization to achieve its set targets. Therefore, the back and forth of an organization is very much dependent on the ups and downs of employee performance. The way of how an organization manages its human resources within a competitive environment is a crucial phenomenon in the last few decades (Pfeffer, 2002). Thus, competition within the organization among the employees and outside the organization with the competitors would determine future organizational success.

It has been no other alternative for the employees to avoid competitions among them within an organization. To be promoted and to achieve a higher position, each employee has to excel in his work. Internal competition leads to a higher level of employee's productivity and it contributes constructive results to the organization. These positive results

include increasing employee efforts to achieve, motivation to take on challenging projects, task effectiveness and the development of strong positive relationships with fellow competitors (Tjosvold *et al.*, 2006). In managing human resources, the organization should use as a source of competitive advantage in addition to competition among employees. Additionally, organizational culture also plays an important role to shape the skills, abilities of the employees and their conformity with the existing system.

In Indonesia itself, especially in public organizations, competition is still difficult to accept by employees because the human environment is not conducive and the personnel system is not supported. The main possibility is that the seniority factor is more dominant than achievement and skills so that the desire to compete in achieving achievement is difficult to develop. It addition, to increase the desire to compete, motivational factors and learning provided by the

Quick Response Code



Journal homepage:

<http://www.easpublisher.com/easjebm/>

Article History

Received: 14.05.2019

Accepted: 25.05.2019

Published: 13.06.2019

**Copyright © 2019 The Author(s):** This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

DOI: 10.36349/easjebm.2019.v02i06.003

organization became very decisive. This means that the management must pay attention to aspects of the work atmosphere and feedback that allow employees to be able to improve their ability to achieve satisfying task goals (Gibson *et al.*, 1991).

In his study, Flippo (2012) argues that the employees, who have a positive perception of their career development, would enjoy an internal competition with their co-workers and tend to have high job satisfaction and work motivation to support the achievement of established goals. However, for some employees, internal competition might create risks which if realized can lead to disturbing and negative counterproductive behaviour for the long term (Birkinshaw, 2001; Enns and Rotundo, 2012). Internal competition could lower job satisfaction among closed minded and inward-looking employees and consequently deteriorate their performances.

Previous studies have investigated the effects of competition, organizational culture, and work motivation on job satisfaction and employee performance as well. For example, Benndorf and Rau (2012) found that the higher an employee's competition in doing work the more likely he/she is to be able to complete work on time and the greater the job satisfaction he/she has. Organizational culture is also found to affect employees' job satisfaction and their performances (Yousef, 1998; Huey and Zaman, 2009). It directs employee behaviour to improve workability, commitment and loyalty, and promotes extra-role behaviours, such as helping other employees, volunteering to do extra activities, avoiding conflicts with other co-workers, protecting organizational property, respecting applicable regulations, tolerance in situations that are less pleasant, providing constructive advice, and do not waste time at work. These positive behaviours would enhance employee performance as a result of satisfaction enjoyed by the employees with their job and organizational management (Yousef, 2000).

In addition to competition and organization culture, work motivation is also documented to affect employees' job satisfaction and their performances (Twalib and Kariuki, 2016; Kiruja and Mukuru, 2018). An employee with a higher level of working motivation would work harder to accomplish the assigned official tasks. It becomes a strength, power, or a complex state and preparedness in an employee to move towards a specific goal, both consciously and unconsciously (Makmun, 2011; Elliot *et al.*, 2016) that leads to the higher level of their achievements due to a greater level of job satisfaction they enjoyed within organization internally.

Based on the above research background, this study intends to empirically explore the mediating effect of job satisfaction on the influences of

competition, organizational culture, and work motivation on performance of the Nation and Political Unity Agency, Aceh Province, Indonesia. Although there have been many previous studies investigated the relationship between competition, organizational culture, and work motivation on job satisfaction and employee performance, but those previous studies only investigated their direct effects. This has motivated the present study to explore both direct effects of competition, organizational culture, and work motivation on job satisfaction and employee performance and indirect effects of competition, organizational culture, and work motivation on employee performance through job satisfaction.

The findings of this study are hoped to shed some lights for the public organization to improve their employees and job satisfaction on the basis of improvement of fair competition internally, organizational culture, and work motivation. These findings are also hoped to enrich the existing literature on the organizational behaviour of human resource management of the public organization, particularly on the topic of competition, organizational culture, and work motivation as well as their relationships to the employees' job satisfaction and their performances.

The rest of this study proceeds to highlight the related previous studies in Section 2. Section 3 provides an empirical research framework and data. Section 4 discusses the findings of the study and their implications and followed by the conclusion of the study in the last Section 5.

## LITERATURE REVIEW

### Performance

Performance is defined as a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals of the organization's vision and mission that are outlined through the strategic planning of an organization. The meaning of the word performance comes from the words job performance and is also called actual performance or work performance or the actual achievements that have been achieved by an employee (Goerge and Jones, 2005; Majid *et al.*, 2016). Aspects of employee performance can be seen as follows: a) results of work, how someone gets something they do; b) discipline, namely the accuracy in carrying out tasks, how someone completes his work in accordance with the demands of the time needed; and c) responsibility and cooperation, how one can work well under supervision or out of control (Mangkunegara 2014).

In this study, the civil servants or government employee's performance is defined based on the Article 4, Government Regulation or *Peraturan Pemerintah* (PP) No. 46 (2011) on the measurement of a government employee in the Republic of Indonesia. It is as the result of work or the level of achievement of

results based on the quality, quantity, and ability of an individual in carrying out or working on a job so that it can be measured by predetermined performance indicators in order to achieve organizational goals in accordance with the functions and responsibilities given to an individual employee (Article 4, PP No. 46, 2011).

### **Job Satisfaction**

Job satisfaction is a general attitude towards someone's work that shows the difference between the number of awards received by workers and the amount they believe they should receive (Robbins and Timothy, 2013). Overall, job satisfaction for an individual is the amount of job satisfaction (from every aspect of work) multiplied by the importance of aspects of work for individuals. According to Locke and Latham (2002), an individual will feel satisfied or dissatisfied with his work is something that is personal, which depends on how to perceive the suitability or conflict between his desires and the output he gets.

### **Competition**

According to Bernstein *et al.*, (1988), competition arises when an individual tries to achieve goals for themselves by defeating others. Competition is part of the conflict, where conflict can occur because of individual struggles to obtain rare things, such as values, status, power, authority, and others, where the purpose of those in conflict is not only to gain profits, but it is also to subjugate their rivals. With the potential that exists in him, individuals try to impose their will or try to get recognition for their victory, in fighting for opportunities (Anoraga, 2011). In general, according to Ersilia *et al.* (2018), the competition consists of the desire to have better performance than others and the desire to improve personal performance. This competitive attitude can take different forms, which can be defined, as "positive (adaptive)" and "negative (maladaptive)" based on the implications of the consequences at interpersonal and intrapersonal levels.

### **Organizational culture**

Organizational culture is norms and habits that are accepted as truth by everyone in the organization. Organizational culture becomes a common reference among humans in interacting in organizations. If people join an organization, they carry the values and beliefs that have been taught to them. Chaterina and Intan (2012) state that organizational culture is a variety of interactions of habitual characteristics that affect groups of people in their environment. In order for the organizational culture to function optimally, the organizational culture must be created, maintained, and strengthened and introduced to employees through the socialization process. Through this socialization, the employee introduces the goals, strategies, values, and standards of organizational behaviour and information relating to the work. Furthermore, Robbins and Timothy (2013) see organizational culture as a system of shared meanings shared by members who distinguish

organizations from other organizations. It is a shared meaning system that was formed by citizens who at the same time became a differentiator with other organizations.

### **Work Motivation**

Motivation according to the Indonesian Dictionary (KBBI, 2016) is an impulse that arises when someone is aware or unconscious to carry out an action with a specific purpose, or efforts that can cause someone or a group of people to move something because they want to achieve their intended purpose or get satisfaction with his actions. George and Jones (2005) view it as a psychological impulse to someone who determines the direction of behaviour of someone in an organization, level of effort, and the level of persistence or resilience in facing an obstacle or problem.

Furthermore, Alan and Hotlan (2017) explain the indicators of employee work motivation as follows:

- Direction of behavioural, which refers to the behaviour chosen by someone in working from many behavioural choices that can be implemented, whether or not right. Many examples of inappropriate behaviour that can be done by an employee, these behaviours which will later become an obstacle for the organization in achieving its goals.
- Level of effort, which refers to how hard someone's effort at work. In work, an employee is not enough if he only chooses a functional direction for achieving company goals.
- Level of persistence, which refers to the work motivation of employees when faced with a problem, obstacles or obstacles in work, how hard an employee keeps trying to carry out the chosen behaviour.

Previous studies have investigated the effects of competition, organizational culture, and work motivation on job satisfaction and employee performance. For example, Benndorf and Rau (2012) found a significant influence of internal staff competition on job satisfaction and employee performance. Organizational culture is also found to affect employees' job satisfaction and their performances (Yousef, 1998; Huey and Zaman, 2009; Sativa *et al.*, 2018). Constructive organizational culture has enhanced employee performance as a result of satisfaction enjoyed by the employees with their job and organizational management (Yousef, 2000; Fariana *et al.*, 2017). Finally, work motivation is also documented to affect employees' job satisfaction and their performances (Twalib and Kariuki, 2016; Kurniawan *et al.*, 2018; Fachreza *et al.*, 2018; Kiruja and Mukuru, 2018; Amin *et al.*, 2019). An employee with a higher level of working motivation would work harder to accomplish the assigned official tasks (Makmun, 2011), which leads to the higher level of their achievements

due to a greater level of job satisfaction they enjoyed within organization internally (Elliot *et al.*, 2016).

Based on the above explanation, the following model is proposed to be estimated in the study.

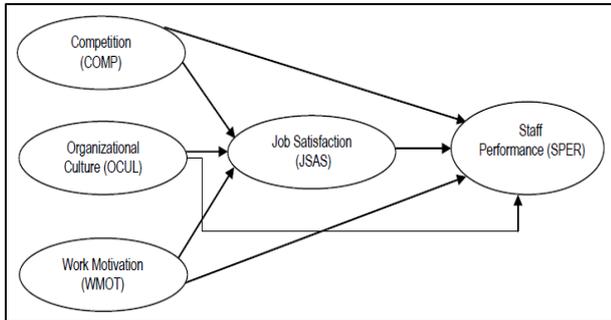


Figure.1 The proposed estimated model

**RESEARCH METHOD**

This study empirically explores the mediating effect of job satisfaction on the effects of competition, organizational culture, and work motivation on employee performance of the Nation and Political Unity Agency, Aceh Province, Indonesia. All 113 staff of the agency was selected as the sample and the questionnaires were distributed to all of them to gather the data for the analysis.

To measure the staff performance, 10-indicator based on the Article 4 of Government Regulation No. 46 of 2011 concerning Civil Servants Job Performance Assessment are used; 4-indicator proposed by Meitiana (2017) are used to measure job satisfaction; 7-indicator introduced by Ersilia *et al.*, (2018) are used to measure competition; and 6-indicator introduced by Chaterina and Intan (2012) are used to measure organizational culture; and finally 6-indicator introduced by Alan and Hotlan (2017) are used to measure work motivation. In totality, 33 indicators are used to measure 4 investigated variables.

To analyze the data, the SEM is used and analyzed using SmartPartial Least Square (SmartPLS) statistical software. This approach is an appropriate estimated model as it enables to test a series of complex interrelationships (Hair *et al.*, 2012). Based on Figure 1, thus the estimated SEM equations tested in this study could be formulated as follows:

$$\begin{aligned}
 JSAS &= \gamma_{11}COMP + \gamma_{12}OCUL + \gamma_{13}WMOT + \zeta_1 \quad (1) \\
 SPER &= \gamma_{31}COMP + \gamma_{32}OCUL + \gamma_{33}WMOT + \gamma_{33}JSAS + \zeta_2 \quad (2)
 \end{aligned}$$

Where JSAS is the job satisfaction; COMP is the competition; OCUL is the organizational culture; WMOT is the work motivation, SPER is the staff performance,  $\gamma_{ii}$  are the estimated loading factors for each variable and  $\zeta_i$  are the structured error terms. Before the study proceeds to estimate the SEM equations, the instrument tests comprising validity and reliability would be tested first, followed by testing the

goodness of fit indices for the proposed estimated model in the next step.

**FINDINGS AND DISCUSSION**

**Characteristics of the Respondents**

As per December 2018, the Nation and Political Unity Agency, Aceh Province, Indonesia has 133 staff, both with permanent and contracted status. Of those staff, 55.75% of them were male, while the rest 44.25% were female. The majority of employees were having age above 40 years old (41.59%), while the minority of them were in the age group between 25 - 30 years old (7.08%). When viewed from the consecutive years of service, 16.81% of them have served the office for less than 5 years, 18.58% have served for 5-10 years, 21.24% have served for 10-15 years, 13.27% have served for 15-20 years, and majority of them (30.09%) have served for less more than 20 years. In term of marital status, 84.96% have married, 13.27% were single, and only 1.77% were widow/widower, respectively. Finally, in view of education level, 13.27% of employees having a master degree, 73.45% with a bachelor degree, 5.31% with a diploma degree, and 7.96% with Junior High School, respectively.

Before the study reports the estimates of proposed SEM equations, the validity and reliability tests were tested first to ensure the accuracy and consistency of the indicators in measuring the variables. All 33 indicators used to measure 5-variables were found to valid and reliable, thus these indicators are proper to measure the variables and estimate their relationships as well. In addition, to ensure the appropriateness of the estimated model, the study also conducted the goodness of fit. The study documented that all goodness indices are found to be a better fit, indicating that the overall estimated models were a better fit to provide robust findings.

**Direct effects of competition, organizational culture, and working motivation on job performance and staff performance**

Table 1 reports the findings of the direct effects of competition, organizational culture, and working motivation on job performance and staff performance. As observed in Table 1, the study found that competition has no significant influence on job satisfaction. This could be due to unfair competition and unjust promotion existed in the agency that leads towards the demotivation of best performer staff. This finding, however, contradicted the finding of the previous study by Benndorf and Rau (2012), which found that the higher an employee’s competition in doing his job the more likely they are to be able to complete work on time which has an impact on job satisfaction.

**Table.1 Direct effects of competition, organizational culture, and work motivation on job performance and staff performance**

Interrelationship among Variables			Estimate	P-value
Staff Performance	<---	Competition	0.189**	0.019
Staff Performance	<---	Organizational Culture	0.619***	0.000
Staff Performance	<---	Working Motivation	0.163**	0.023
Job Satisfaction	<---	Competition	0.110	0.492
Job Satisfaction	<---	Organizational Culture	0.370**	0.043
Job Satisfaction	<---	Working Motivation	0.306**	0.032
Employee Performance	<---	Job Satisfaction	0.026	0.557

Note: \*\*\* and \*\* indicate significance at the 1% and 5% levels, respectively.

However, competition is found to have a significant positive effect on employee performance at the 5% level. An increase in competition by 1 unit in the Likert scale would cause the employee performance to improve by 0.189 unit in the Likert scale. The competition has improved the staff performance as the employee targeted to be promoted for higher level and get better compensation, but due to the unfair promotion mechanism, it has led to unchanged job satisfaction. This finding is in line with the study by Tjosvold et al. (2006), who found that an employee who is involved in competition due to task-oriented motives would try to increase productivity in completing tasks.

Next, the study found that work motivation has a significant effect on job satisfaction and employee performance. Specifically, an increase in work motivation by 1 unit in the Likert scale, it has caused an improved in job satisfaction and employee performance by 0.306 and 0.163 units in the Likert scale, respectively. This showed that the work motivation affected more job satisfaction than the employee performance, confirming the importance of work motivation within the public organization. An employee with a higher motivation would work all out for the best achievement. These findings are in line with the studies by Husni *et al.*, (2018) and Mahdani *et al.*, (2018), who found the significant positive effect of motivation and employee performance in the public organization of detention officers and the Regional Office of PT. Bank Rakyat Indonesia (Persero) Tbk. Banda Aceh, Indonesia, respectively.

Furthermore, the study also documented that organizational culture has a significant positive effect on both job satisfaction and employee performance at 5% and 1% levels of significance, respectively. Particularly, when a 1 unit organizational culture increase, job satisfaction, and employee performance

would also increase by 0.370 and 0.619 units in the Likert scale, respectively. These findings further confirmed the important role of having the supportive organizational culture to enhance job satisfaction and employee performance, the findings in line with previous studies by Zahid *et al.*, (2017) and Erni *et al.*, (2018). These studies documented that the job satisfaction of hotel employees in Pakistan was very much dependent on the organizational culture that applies in the work environment. The organizational culture also contributed towards a higher performance of the employee of the Regional Office of the Directorate General of Aceh Province, Indonesia.

Finally, the study found the insignificant effect of job satisfaction on the performance of employees. This finding is not surprising as the employee get dissatisfied, it would cause them to work lazily, the finding supported earlier finding by Sediarsih (2017), who found the insignificant influence of job satisfaction on employee performance at the emergency unit of the Hospital Dr. RSUP Sardjito in Yogyakarta, Indonesia.

**Mediating effects of job satisfaction on the effects of competition, organizational culture, and working motivation on staff performance**

Next, Table 2 reported the findings of the mediating effects of job satisfaction on the effects of competition, organizational culture, and working motivation on staff performance at the Nation and Political Unity Agency, Aceh Province, Indonesia. As reported in Table 2, the job satisfaction is found to be insignificant in mediating the effect of job satisfaction on the relationship between competition, organizational culture, working motivation, and staff performance. This finding is plausible enough as job satisfaction has no significant effect on employee performance, thus it has no mediated effect. These findings further implied that any effort to enhance staff performance, it should be focused on enhancing staff competition, organizational culture, and their work motivation.

**Table.2 mediating effects of job satisfaction on the effects of competition, organizational culture, and working motivation on staff performance**

Interrelationships among variables				Estimate	Sobel P-value	
SPER	<---	JSAS	<---	COMP	0.003 = (0.110 x 0.026)	0.760
SPER	<---	JSAS	<---	OCUL	0.010 = (0.370 x 0.026)	0.604
SPER	<---	JSAS	<---	WMOT	0.008 = (0.306 x 0.026)	0.610

Note: \*\*\* indicates significance at the 1% level. SPER = staff performance; OCUL = organizational culture; WMOT = working motivation; and SPER = staff performance.

Our findings supported by earlier work by Brahmasari *et al.*, (2009), who documented the insignificant mediating effect of job satisfaction on the influence of work motivation on employee performance

at the PT. Pei Hai International Wiratama, Indonesia. Additionally, the insignificant mediating effect of job satisfaction on the influence of organizational culture on employee performance is in harmony with the study by Jaya *et al.*, (2019) and Rozanna *et al.*, (2019) for the case of the Bank Mandiri of Padang Branch, Indonesia.

Overall, the study found that organizational culture to be the most dominant variable in influencing employee performance, thus organizational management should pay more attention to preserving the organizational culture such as having to maintain outstanding employees, providing easy access to information related to salary, promotion and training, and considering each decision making to involve all employees in the agency. The leader should also pay attention to increasing job satisfaction of the employees as it significantly contributed to improved employed performance. Finally, the agency should also upgrade the level of skills of their employees so that they can feel to be treated fairly and this feeling would consequently improve their working motivation to work better and finally achieve the higher of their achievement.

## CONCLUSION

This study measured empirically and analyzed the mediating effect of job satisfaction on the influences of competition, organizational culture, and work motivation on performance of the Nation and Political Unity Agency, Aceh Province, Indonesia. 113 questionnaires were distributed to the entire staffs of the agency and analyzed based on the structural equation modelling (SEM) using the statistical software of SmartPartial Least Square (SmartPLS).

The study found that competition, work motivation, and organizational culture have significantly and positively affected staff performance. With the exception of competition, work motivation and organizational culture are found to have a significant and positive effect on job satisfaction. The job satisfaction is found to have insignificant influence on staff performance. Finally, the study also recorded that job satisfaction has no mediating effect on the influences of competition, motivation, and organizational culture on staff performance. These findings implied that the higher level of job satisfaction enjoyed by the staff would not guarantee an increase in their performances. Thus, any efforts to improve employees' performance should be directly focused on the improvement of competition, organization culture, and work motivation.

To further enhance the findings on this topic, future studies could incorporate more variables into the analysis, considering either internal or external factors determining job satisfaction and employee performance of public organizations. In addition, incorporating more public organizations and compare them with the private

organizations would also improve existing empirical evidence on the effects competition, organizational culture, and work motivation on employees' job satisfaction as well as their performances.

## REFERENCES

1. Alan, H. S., & Hotlan, S. (2017). Pengaruh kemampuan dan motivasi kerja terhadap kinerja karyawan pada CV. Sinar Agung, *AGORA*, 5(3), 1-9.
2. Amin, F.B., Amri, & Majid, M. S.A. (2019). Does staff performance mediate the effects of motivation, discipline, and allowance-based performance on the performance of Regional Planning Development Agency? *IOSR Journal of Business and Management*, 21 (1), 52-58.
3. Anoraga, P. (2011). *Psikologi Manajemen*, Jakarta: Rineka Cipta.
4. Benndorf, V., & Rau, H. A. (2012). *Competition in the Workplace: An Experimental Investigation* (No. 53). DICE Discussion Paper.
5. Bernstein, D. A., Roy, E. J., Wickens, C. D., & Srull, T. K. (1988). *Psychology*. Boston, MA, US.
6. Birkinshaw, J. (2001). Strategies for managing internal competition. *California Management Review*, 44(1), 21-38.
7. Brahmasari, I. A., & Suprayetno, A. (2009). Pengaruh motivasi kerja, kepemimpinan dan budaya organisasi terhadap kepuasan kerja karyawan serta dampaknya pada kinerja perusahaan (Studi kasus pada PT. Pei Hai International Wiratama Indonesia). *Jurnal Manajemen dan Kewirausahaan*, 10(2), 124-135.
8. Chaterina, M. T., & Intan, R. (2012). Analisis pengaruh budaya organisasi dan kepuasan kerja terhadap komitmen organisasional dalam meningkatkan kinerja pegawai (Studi pada PT. Sido Muncul Kaligawe Semarang), *Jurnal Bisnis dan Ekonomi (JBE)*, 19(2), 170-187.
9. Elliot, A. J., Gable, S. L., & Mapes, R. R. (2016). Approach and avoidance motivation in the social domain. *Personality and Social Psychology Bulletin*, 32(3), 378-391.
10. Enns, J. R., & Rotundo, M. (2012). When competition turns ugly: Collective injustice, workgroup identification, and counterproductive work behavior. *Human Performance*, 25(1), 26-51.
11. Erni, H. N., Musnadi, S., & Faisal. (2018). Faktor-faktor yang mempengaruhi kepuasan kerja dan dampaknya terhadap kinerja pegawai Kanwil Direktorat Jenderal Kekayaan Negara Aceh, *Jurnal Magister Manajemen*, 2(1), 123-134.
12. Ersilia, M., Fulvio, T., & Annalaura, N. (2018). The competitive attitude scale (CAS): A multidimensional measure of competitiveness in adolescence, *Journal of Psychology and Clinical Psychiatry*, 9(3), 240-244.
13. Fachreza., Musnadi, S., & Majid, M.S.A. (2018). Pengaruh motivasi kerja, lingkungan kerja, dan budaya organisasi terhadap kinerja karyawan dan dampaknya pada kinerja Bank Aceh Syariah di Kota Banda Aceh. *Jurnal Magister Manajemen*, 2(1), 115-122.
14. Fariana, F., Musnadi, S., & Majid, M. S. A. (2017). Pengaruh iklim organisasi dan kepuasan kerja terhadap komitmen dan dampaknya pada kinerja pegawai Dinas Koperasi dan Usaha Kecil dan Menengah Aceh. *Jurnal Manajemen Dan Inovasi*, 8(3), 52-64.

15. Flippo, E. B. (2012). *Personel Management (Manajemen Personalia)*, Edisi. VII Jilid II, Terjemahan Alponso, Jakarta: Erlangga.
16. George, J. M., & Jones, G. R. (2005). *Essentials of Managing Organizational Behavior*, 4<sup>th</sup> Edition, New Jersey: Upper Saddle River.
17. Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., & Konopaske, R. (1991). *Organizations: Behavior, Structure, Processes*. Homewood, IL: Irwin.
18. Government Regulation (Peraturan Pemerintah) No. 46. (2003). *Tentang Penilaian Prestasi Kerja Pegawai Negeri Sipil*. Jakarta: Sekneg RI.
19. Hair, J. F. Jr., R.E. Anderson, R.L., Tatham., & W.C. Black. (2012). *Multivariate Data Analysis with Readings*. New Jersey, Englewood Cliffs, NJ: Prentice Hall.
20. Huey, Y. L., & Zaman, B. A. K. (2009). The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance. *Leadership & Organization Development Journal*, 30(1), 53-86.
21. Husni, Musnadi, S., & Faisal. (2018). Pengaruh lingkungan kerja, kompensasi dan motivasi terhadap kepuasan kerja serta dampaknya terhadap loyalitas kerja pegawai rutan di Provinsi Aceh (Studi Kasus pada Rutan Klas IIB Banda Aceh dan Rutan Klas II b Jantho, *Jurnal Magister Manajemen*, 2(1), 88-98
22. Jaya, I., Hafasnuddin., & Majid, M.S.A. (2019). Does organizational culture matter for improving service quality and organization performance of public hospital? *IOSR Journal of Business and Management*, 21(2), 46-53.
23. KBBI. (2016). *Kamus Besar Bahasa Indonesia (KBBI)*. Available at: <http://kbbi.web.id/pusat> (Accessed on 28<sup>th</sup> December, 2018).
24. Kiruja, E.K., & Mukuru, E. (2018). Effect of motivation on employee performance in public middle level Technical Training Institutions in Kenya. *International Journal of Advances in Management and Economics*, 2(4), 73-82.
25. Kurniawan, A., Yunus, M., & Majid, M.S.A. (2018). Pengaruh kompensasi dan pengembangan karir terhadap motivasi serta dampaknya pada kinerja karyawan PT. Bank Syariah Mandiri Cabang Banda Aceh. *Jurnal Manajemen dan Inovasi*, 8(2), 119-133.
26. Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*, 57(9), 705.
27. Mahdani, F., Hafasnuddin., Adam, M. (2017). Pengaruh motivasi, kecerdasan emosional dan keadilan organisasi terhadap kepuasan kerja serta implikasinya pada kinerja karyawan (Studi pada Kanwil PT. Bank Rakyat Indonesia (Persero) Tbk. Banda Aceh), *Jurnal Magister Manajemen*, 1(1), 1-15
28. Majid, M. S. A., Basri, H., Nopita, E., & Fahlevi, H. (2016). The effect of organizational culture, leadership style, and functional position on organizational commitment and their impact on the performance of internal auditors in Aceh, Indonesia. *BRAND. Broad Research in Accounting, Negotiation, and Distribution*, 7(1), 37-50.
29. Makmun, A.S. (2011). *Psikologi Pendidikan*, Bandung: Andi Offset.
30. Mangkunegara, A. P. (2014). *Manajemen Sumber Daya Manusia Perusahaan*, Cetakan Kedua, Bandung: PT. Remaja Rosdakarya.
31. Meitiana, I. (2017). *Kepuasan Kerja dan Kinerja Karyawan*, Edisi Pertama, Yogyakarta: Indomedia Pustaka.
32. Pfeffer. (2002). *Paradigma Baru Manajemen Sumber Daya Manusia*. Yogyakarta: Amara Books.
33. Robbins, S., & Timothy, A. J. (2013). *Organization Behavior*, 15<sup>th</sup> Edition, New Jersey: Pearson Education.
34. Rozanna, N., Adam, M., & Majid, M. S. A. (2019). Does job satisfaction mediate the effect of organizational change and organizational culture on employee performance of the Public Works and Spatial Planning Agency?. *IOSR Journal of Business and Management*, 21(1), 45-51.
35. Sativa, O., Yunus, M., & Majid, M. S. A. (2018). The influence of organizational culture and job satisfaction of workmotivation and its impact on the performance of employees of PT. PLN (Persero) Region of Aceh. *Jurnal Manajemen Dan Inovasi*, 9(1), 14-25.
36. Sediarsih, W. (2017). Analisis kinerja berbasis kepuasan kerja dan kompensasi dengan variabel intervening motivasi kerja. *Upajiwa Dewantara*, 1(2), 107-120.
37. Tjosvold, D., Johnson, D. W., Johnson, R. T., & Sun, H. (2006). Competitive motives and strategies: Understanding constructive competition. *Group Dynamics: Theory, Research, and Practice*, 10(2), 87.
38. Twalib, H.M., & Kariuki, M.M. (2016). Influence of motivation on employee performance at Telkom Kenya limited. *International Journal of Business Social Sciences & Education*, 2, 421-431.
39. Yousef, D. A. (1998). Satisfaction with job security as a predictor of organizational commitment and job performance in a multicultural environment. *International Journal of Manpower*, 19(3), 184-194.
40. Yousef, D. A. (2000). Organizational commitment: A mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country. *Journal of Managerial Psychology*, 15(1), 6-24.
41. Zahid, M., Shaikh, T., & Zehra, S. Z. (2017). *Impact of Organizational Culture on the Pakistani Hotels Workforce's Job Satisfaction: Qualitative Report*. University Library of Munich, Germany.