



Received: May 10, 2024 Revised: May 22, 2024 Accepted: May 25, 2024 Published: May 31, 2024

## The Role of Job Satisfaction in Mediating Work Motivation, Compensation and Organizational Culture on Employee Performance

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### ABSTRACT

*The hotel industry is experiencing intense competition to attract customers who will take advantage of the hotel's services. Therefore, company demands for employee performance are increasingly higher, and several factors can affect employee performance. This research examines the effect of motivation, compensation, and organizational culture on performance through job satisfaction. The research sample consisted of 87 employee hotels. Data analysis and hypothesis testing were performed using the Smart PLS program's structural equation modeling (SEM) and data processing. The findings demonstrate a significant impact of motivation, compensation, and organizational culture on job satisfaction rather than employee performance. It has been demonstrated that motivation, compensation, and organizational culture indirectly influence performance through job satisfaction.*

**Keywords:** Performance, Motivation, Compensation, Work Culture, Job Satisfaction

### 1. INTRODUCTION

Prince Pekanbaru Hotel is a five-star hotel that carries out activities in Pekanbaru City Center. Currently, the Pengaran Pekanbaru Hotel employs 143 employees in various positions. Managing the number of employees requires good management to achieve the goals and vision set by the management of the Prince Hotel. Employee performance becomes essential to assess and pay attention to; increased performance is the quality and quantity of work results an employee has achieved in carrying out his duties following his responsibilities. What is meant by quality here is seen in terms of cleanliness, smoothness, and thoroughness in carrying out his duties and work (Mangkunegara, 2013). The research considers the influence of work motivation, compensation, and organizational culture on performance through employee job satisfaction. Work motivation is a desire that arises within a person or individual because he is inspired, encouraged, and driven to do work with sincerity, joy, and sincerity so that the results of

his activities are reasonable and of good quality (Afandi, 2018). The data obtained shows that the number of employees absent in the alpha, permission, sick, and without information categories is still significant. However, over time, it has shown improvement. However, this is still a problem that needs serious attention from management because high levels of absenteeism indicate low employee work motivation, which impacts job satisfaction and employee performance.

The results of research by Brahmasari Suprayetno (2008) concluded that work motivation has a positive and significant effect on employee job satisfaction. However, work motivation does not have a significant effect on company performance. However, the research results of Lestari Rachmasari (2021) concluded that work motivation influences employee performance. The second factor that influences job satisfaction and employee performance is compensation. Compensation is a reward or gift that is identical to a gift that can trigger



problems between employees (Sadikin et al., 2020). The phenomenon found in the research object is that employees of the Prince Pekanbaru Hotel have received compensation in the form of basic salary, various allowances, bonuses, and incentives whose amounts have been adjusted to the position or position of each employee. Non-financial compensation, such as promotions, is still unfair, giving rise to jealousy between fellow employees. Furthermore, organizational culture has several strategic roles, namely being the "glue" between related parties with different goals and interests. A socialization process communicates an individualized culture.

Based on an interview with Mrs. Eva, Public Relations of Hotel Pangeran Pekanbaru, on March 12, 2023, several types of organizational culture are developed and socialized at Hotel Pangeran Pekanbaru, namely integrity, professionalism, teamwork, innovative, helpful, friendly. The sustainability of an organization depends on its culture. According to Sutrisno (2016), organizational culture can be a mainstay of competitiveness in responding to challenges and change. The results of research conducted by Maria et al. (2023)

## 2. LITERATURE REVIEW

In general, performance is defined as a person's job success. According to Miner (2005), performance is how a person is expected to function and behave by the tasks that have been assigned to him. Every expectation regarding how someone should behave in a task means indicating a role in the organization. An organization, both a government organization or a private organization, must use means in the form of an organization driven by a group of people who play an active role as actors to achieve the goals of the institution or organization concerned (Prawirosentono, 2013; Fauzi & Jatiningrum, 2023).

Factors that influence performance are ability factors and motivation factors. It is the opinion of Keith Davis in Mangkunegara (2013), who formulated that Human Performance: Ability x Motivation, Motivation: Attitude x Situation, and Ability: Knowledge x

explain that work culture positively and significantly affects job satisfaction. Then, the research results by Niam and Syah (2019) concluded that the variables of work motivation, organizational culture, and transformational leaders significantly influence employee performance.

Employee job satisfaction can mediate the influence of work motivation, compensation, and organizational culture on employee performance. Brahmasari Suprayetno (2008) has proven that work motivation does not significantly affect company performance, and job satisfaction does not mediate the effect of motivation on performance. Organizational culture positively and significantly affects company performance, with job satisfaction as a moderating variable.

This study aims to examine the direct effect of work motivation, compensation, and organizational culture on employee job satisfaction and analyze the indirect effect of these factors on employee performance through job satisfaction.

Skill. According to Mangkunegara (2013), performance is influenced by three factors: individual, psychological, and organizational factors. This performance will be based on individual attributes, work effort, and organizational support (Mangkunegara, 2013). In other words, individual performance results from individual attributes, work effort, and organizational support. According to Temple (2002), performance factors are internal and external. According to Stoner (2010), there are four ways to improve employee performance: motivation, expectations and co, and communication.

Many factors determine employee satisfaction, one of which is the job itself. According to Robbins (2013), the essence of work is skill variety, task identity, task significance, autonomy, and feedback. Responses to intrinsic value and extrinsic rewards influence employee job satisfaction.

Job satisfaction is one of the most essential factors to obtain optimal work results. According to Robbins and Judge (2012), job satisfaction is an organizational behavior that refers to an individual's general attitude toward their work. Kreitner and Kinicki (2014) stated that job satisfaction reflects the degree to which a person likes his job. Formally interpreted, job satisfaction is an affective or emotional response to various aspects of one's work.

The theory of job satisfaction puts forward six general orientations toward job satisfaction, all of which look at a person's feelings toward job satisfaction and describe the process of determining job satisfaction for an individual. The theory of job satisfaction consists of balance theory, difference theory or discrepancy theory, need fulfillment theory, and group view theory (social reference group theory). According to Luthan (2011), there are five dimensions of job satisfaction: work itself, co-workers, promotion opportunities, and supervision. According to Robbins and Judge (2012), if job satisfaction is not fulfilled, it will have consequences: exit, voice (aspiration), loyalty, and neglect.

Pamela Oloko (2015) says that motivation is the key to a successful organization, maintaining robust continuity of work and helping to survive. Motivation is providing the proper guidance or direction, resources, and rewards so that they are inspired and interested in working in the desired way. Chukwuma and Obiefuna (2014) state that motivation generates behavior, maintains behavioral progress, and channels specific action behavior. Motivation is a process where a person needs to be encouraged to carry out a series of activities that lead to achieving specific goals. Goals that, if successfully achieved, will satisfy or satisfy these needs. (Munandar, 2011; Garaika & Jatiningrum, 2020). Motivation is one of the most critical factors influencing human behavior and performance. Motivation Theory has been discussed and conceptualized by various researchers. The level of motivation an individual or team exerts in their task or job can influence all aspects of organizational performance. In recent research, motivation is defined by Saraswathi (2011) as the willingness

to exert a high level of effort towards organizational goals, which is conditioned by the ability of the effort to satisfy some individual needs. (Wan & Tan, 2013). According to Munandar (2011), the aspects of work motivation are employee discipline, high imagination and combination power, self-confidence, resistance to pressure, and responsibility.

Winardi (2011) stated that three aspects of motivation lead to achieving specific goals, namely desires, needs, and a sense of security, and that someone will try to do something because of fear. Kustrianingsih et al. (2016) grouped motivation theories, namely Maslow's motivation theory, theory X and theory Y, and Mc Clelland's motivation theory. There are two types of motivation, namely positive and negative (Hasibuan, 2016): positive and negative. Meanwhile, according to Afandi (2018), several factors influence work motivation, namely life needs, future needs, self-esteem needs, and recognition of work achievements. According to Afandi (2018), the dimensions and indicators of work motivation are the dimension of peace (rewards, working conditions, work facilities) and the dimension of encouragement to be able to work as well as possible (work performance, recognition from above and the work itself)

According to Desler (2008), compensation is all forms of remuneration or rewards flowing to employees and arising from their employment. It is everything that employees receive as compensation for their work. Compensation is divided into two parts: direct compensation and indirect compensation. Direct compensation is a form of direct or indirect payment in the form of benefits and incentives to motivate employees to increase their productivity. Compensation is directly financial and includes salary, wages, commissions, and bonuses.

Moreover, indirect compensation includes insurance, social assistance, leave money, pension money, education, and others (Yani, 2012; Garaika & Jatiningrum, 2020). Compensation needs to be differentiated from salary and wages because the concept of compensation is not the same as that of salary



or wages. Salaries and wages are concrete forms of compensation. Compensation is not just a matter of salary or wages; other things must be more explicit (Digdowiseiso & Seftia, 2021).

Compensation is something that is considered comparable. In civil service, monetary gifts are compensation employees receive to appreciate their service. Forms of giving wages, forms of wages, and salaries are used to regulate financial gifts between employers and employees. Wages are reward payments for services provided to employees. There are many forms of payment of wages, both in the form of money and not in the form of money. Wage payments are usually in the form of concepts with broad meanings rather than salary ideas, which are generally financial but not in a non-financial dimension. The principles that are important to apply in providing compensation (Suwanto & Priansa, 2013) are the principles of justice, the principles of appropriateness, and fairness. Compensation must have a positive impact, both for employees and for the company. Below, we will explain the compensation objectives: cooperative ties, job satisfaction, effective procurement, motivation, justice, discipline, union influence, and government influence. According to Yani (2012), types of compensation can be divided into two forms, namely compensation in financial form and compensation in non-financial form. According to Mangkunegara (2013), there are two types of employee compensation: direct and indirect. The direct ones are wages and salaries, and the indirect types of compensation are services and profits.

According to Kreitner and Kinicki (2014), organizational culture is a form of assumptions a group holds and accepts implicitly. It determines how the group feels, thinks, and reacts to its diverse environment. Organizational culture is a pattern atau system in the form of attitudes, values, behavioral norms, language, beliefs, and rituals that are formed, developed, and passed on to members of an organization as the personality of the organization that differentiates it from other organizations and determines how the group feels, thinks and reacts to diverse environment

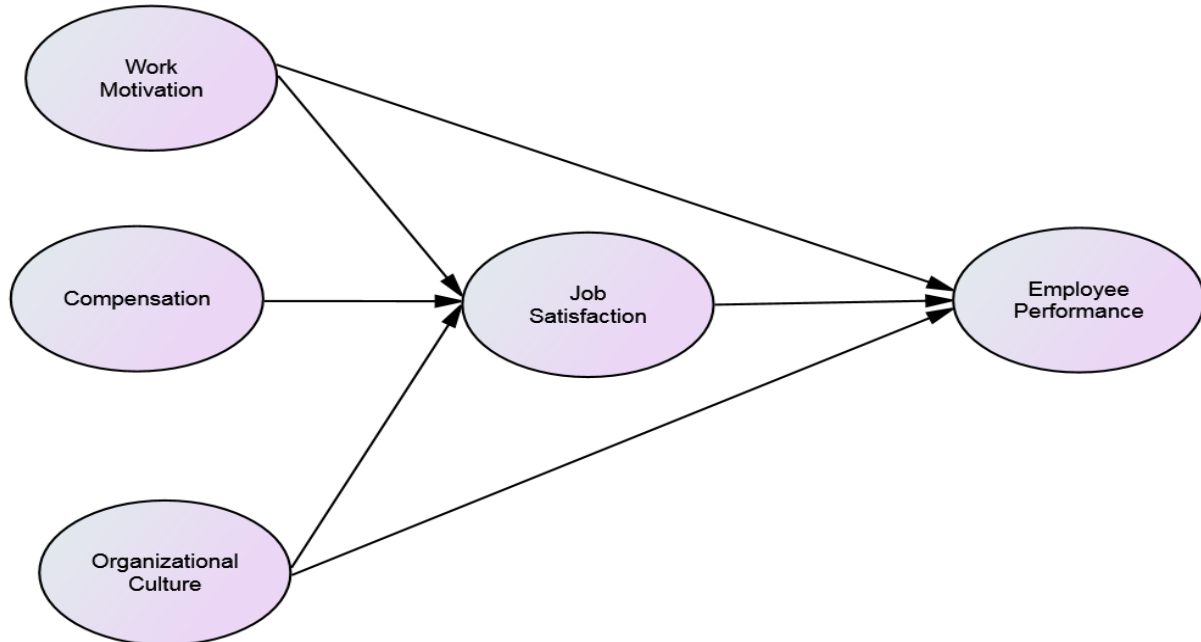
and functions to overcome internal and external adaptation problems. Organizational culture consists of two main elements: idealistic elements and behavioral elements (Sobirin, 2007).

The three levels of organizational culture revealed by Schein (2010) are artifacts, held beliefs and values, and basic assumptions. Organizational values and beliefs are the basis of organizational culture. Both play an essential role in influencing ethical behavior. Kreitner and Kinicki (2014) stated that values have five key components: beliefs regarding desired behavior, essential circumstances, guidelines for selecting or evaluating events and behavior, and the order of those that are relatively important. Schein (2010) suggests that organizational culture is more critical today than in the past with increased competition, globalization, mergers, acquisitions, takeovers, buyouts, alliances, and various workforce developments. Several reviews of previous research results include Maria et al. (2023), who researched the influence of work culture, work motivation, and leadership on employee job satisfaction". The results of this research explain that work culture has a positive and significant effect on job satisfaction. Work motivation has a positive and significant effect on job satisfaction. Leadership has a positive and significant effect on job satisfaction. Work culture, motivation, and leadership positively and significantly affect job satisfaction.

Research by Permadi Suana (2017) concluded that compensation variables, organizational culture, and work environment significantly affected employee job satisfaction at PT Indonesia Power Bali. Compensation variables, organizational culture, and work environment also have a positive and partially significant effect on employee job satisfaction, with the work environment variable being the variable that significantly influences employee job satisfaction. Research by Wiraatmaja and Hawignyo (2021) concluded that it partially shows an influence between employee motivation and satisfaction.

The results of simultaneous testing show that work motivation and discipline influence job satisfaction. Based on the description and

study in the section above, this research model can be described as follows:



The hypotheses in this research are:

- H1: Work motivation has a significant effect on employee job satisfaction
- H2: Compensation has a significant effect on employee job satisfaction
- H3: Organizational culture has a significant effect on employee job satisfaction
- H4: Job satisfaction has a significant effect on employee performance
- H5: There is a direct and significant effect work motivation on employee performance
- H6: There is a direct and significant effect of compensation on employee performance

- H7: There is a direct and significant effect of organizational culture on employee performance
- H8: There is an indirect and significant effect of work motivation on employee performance through job satisfaction
- H9: There is an indirect and significant effect of compensation on employee performance through job satisfaction
- H10: There is an indirect and significant effect of organizational culture on employee performance through job satisfaction

### 3. RESEARCH METHOD

#### 3.1. Research Methodology

In this study, the author uses a quantitative approach. According to Cresweel (2010), in this quantitative approach, research will be pre-determinate, analyzing and interpreting statistical data. Researchers who use a quantitative approach will test a theory by detailing specific hypotheses and then collecting data to support or refute these hypotheses.

#### 3.2. Data Collection Techniques

This research was conducted at the Pangeran Pekanbaru Hotel at Jalan Jendral Sudirman

Pekanbaru. This research was conducted for four months, starting in May-August 2023. The types and sources of data used in this research consist of primary and secondary data obtained using questionnaires, interviews, observations, and research files. The population in this study consisted of employees of the Prince Pekanbaru Hotel, totaling 87 people. Moreover, all were used as samples, and the sampling technique used the census method.





### 3.3 Operational Definitions of Variables

Table 1: Variable Measurement

No	Variable	Definition	References
1	Job Satisfaction (Y1)	The degree to which an employee has a positive emotional response to their job and work environment	(Locke, 2021). Spector (2020) Weiss et al. (2022).
2	Employee Performance (Y2)	The extent to which an employee accomplishes their assigned tasks and responsibilities, as well as their overall contribution to the organization	(Viswesvaran & Ones, 2023).
3	Work Motivation (X1)	The internal and external factors that influence an employee's willingness to exert effort and persist in achieving organizational goals	(Pinder, 2022). Remblay et al. (2020) Gagné et al. (2023).
4	Compensation (X2)	The monetary and non-monetary rewards an employee receives for their work, including base salary, bonuses, and benefits (Milkovich et al., 2024).	(Gerhart & Fang, 2023).
5	Organizational Culture (X3)	The shared values, beliefs, and assumptions that guide the behavior of individuals and groups within an organization	(Schein & Schein, 2023). Denison and Mishra (2022).

### 3.3. Data Analysis Techniques

This study uses a multi-level structural model for analysis, and to test the suggested hypothesis, the Smart PLS Version 3.00 program uses the SEM (Structural Equation Modeling) analysis technique. The structural equation, also referred to as the model specification, is as follows:

$$Y1 = \beta1X1 + \beta2X2 + \beta3X3 + \epsilon1$$

$$Y2 = \beta4X1 + \beta5X2 + \beta6X2 + \beta7Y1 + \epsilon2$$

Information:

Y1 = Job Satisfaction;

Y2 = Employee Performance;

X1 = Work Motivation;

X2 = Compensation

X3 = Organizational Culture;

$\beta1 - \beta7$  = Regression Coefficient

## 4. RESULTS AND DISCUSSIONS

### 4.1. Results

Table 2. Results of Research Variable Reliability Testing

Construct	CA	CR	OC	JS	EP	COMP	MOTIV
Organizational Culture	0,858	0,893	<b>0,763</b>				
Job Satisfaction	0,840	0,888	0,433	<b>0,785</b>			
Employee Performance	0,908	0,928	0,423	0,617	<b>0,827</b>		
Compensation	0,866	0,897	0,072	-0,114	-0,092	<b>0,798</b>	
Work Motivation	0,949	0,958	0,459	0,559	0,622	-0,051	<b>0,875</b>

Source: Data Processing Results

Testing the instrument's validity in this research was carried out in two stages, namely, convergent validity and discriminant validity. According to Hair et al. (2019), an instrument is said to be valid if it has a loading factor value > 0.5 and is said to be ideal when it has a factor loading value > 0.7 and then has an AVE value > 0.5. The results of validity testing of the instruments for each variable studied showed that organizational culture, employee performance variables, job satisfaction

variables, and compensation variables had load factor values above 0.5, and so did the root AVE value. Thus, all instruments were declared valid. Then, reliability testing is carried out. Reliability testing in this research was carried out using Cronbach's Alpha (CA) and Composite Reliability (CR) values. According to Hair et al. (2019) and Kock (2018), an instrument is said to be reliable when the CA and CR values are > 0.7 for each of these

variables. The results of reliability testing can be seen in Table 2.

Table 2 shows the results of the reliability testing of the instruments for each variable, which was declared valid in the previous test. The organizational culture variable, employee job satisfaction variable, employee performance variable, compensation variable,

and work motivation variable have CA and CR values above 0.7. This way, all instruments can be declared reliable, and each variable can be measured. Next, test the PLS-SEM model. One of the model fit tests can be done using the Standardized Root Mean Square (SRMR) criteria. The data processing results for testing the fit model can be seen in Table 3.

Table 3. Model Fit Test Results

	Saturated Model	Estimated Model
SRMR	0.094	0.094
d_ ULS	3.814	3.814
d_ G	2.575	2.575
Chi-Square	967.260	967.260
NFI	0.611	0.611

Source: Data Processing

Table 3 shows the results of the fit model testing for the analytical tool in this study, where the SRMR value was obtained at 0.094. This SRMR value is lower than 0.1, namely  $0.094 < 0.1$ . These results explain that the model or data analysis tool used for hypothesis testing in this research is appropriate and

suitable for data analysis. A coefficient of Determination (R-squared) is a coefficient that shows the percentage of variance of a variable that can explain the dependent variable. As a result of data processing, the R-square value of this research model is obtained, as in Table 4.

Table 4. The Result of R-Square and Adjusted R Square Values

	R Square	R Square Adjusted
Job Satisfaction	0.364	0.341
Employee Performance	0.708	0.694

Source: Data Processing

According to Table 4 above, it can be seen that the R-square value of the path to the dependent variable of job satisfaction is 0.364, meaning that employee work motivation, compensation, and organizational culture can explain the dependent variable, namely employee job satisfaction is only 36.4%, while the remaining 63% was determined by other variables not included in this research model. Then the

The R-square value for the dependent variable path of employee performance was 0.708, meaning that the variables work motivation, compensation, organizational culture, and job satisfaction were able to explain changes in employee performance of 70.8%, and other variables outside the model determined the remaining 29.2%. The final stage was tested, with results as in Table 5.

Table 5. The Result of Hypothesis Testing

Hypothesis	Direct Effect	Indirect Effect	Conclusion
H1 Work Motivation->Job Satisfaction	0.445 (0.000)	-	Significant
H2 Compensation->Job Satisfaction	0.316 (0.000)	-	Significant



	<i>Hypothesis</i>	<i>Direct Effect</i>	<i>Indirect Effect</i>	<i>Conclusion</i>
H3	Organizational Culture->Job Satisfaction	0.237 (0.005)	-	<b>Significant</b>
H4	Job Satisfaction->Employee Performance	0.676 (0.000)	-	<b>Significant</b>
H5	Work Motivation->Employee Performance	0.233 (0.002)	-	<b>Significant</b>
H6	Compensation->Employee Performance	-0,004 (0.961)	-	<b>Not Significant</b>
H7	Organizational Culture->Employee Performance	0.023 (0.684)	-	<b>Not Significant</b>
H8	Work Motivation->Job Satisfaction->Employee Performance	-	0.160 (0.010)	<b>Significant</b>
H9	Compensation->Job Satisfaction->Employee Performance	-	0.113 (0.047)	<b>Significant</b>
H10	Organizational Culture->Job Satisfaction->Employee Performance	-	0.301 (0.000)	<b>Significant</b>
	<b>R<sup>2</sup></b>	<b>0,364</b>	<b>0,708</b>	

Source: Data Processing Results

#### 4.2. Discussion

Work motivation is a desire that arises within a person or individual because he is inspired, encouraged, and encouraged to carry out activities or work with sincerity, joy, and sincerity so that the results of the activities carried out are reasonable and of good quality. Good work motivation will impact other aspects such as job satisfaction, employee performance, discipline, etc. This section explains the influence of motivation on employee job satisfaction at the Pangeran Pekanbaru Hotel. The results of hypothesis testing show that the calculated p-value t is 0.000. Thus, it has been proven that the work motivation variable, which affects employee job satisfaction, is lower. The results of the analysis above show that work motivation has an essential role in supporting employee job satisfaction. Work motivation is necessary and needed by every employee to increase job satisfaction, which impacts good performance and the quality of work output that has increased competence. Employees with high work motivation will do their work more enthusiastically and use their abilities, skills, and knowledge, which can be seen in their responsibility for carrying out their work.

The results of this research support research conducted by Hakim and Muhdi (2019), who

conducted research titled "The Influence of Work Motivation and Compensation on Job Satisfaction of Private Vocational School Teachers in the Eastern Region of Pematang Rejang." The results of his research concluded that work motivation significantly affected the job satisfaction of private vocational school teachers in the eastern supervisory area of Pematang Rejang. The same applies to research conducted by Wiratmaja and Hawignyo (2021), which concluded that work motivation and discipline partially influence employee job satisfaction.

Job satisfaction is a person's attitude in any organization towards their work; in other words, how a person feels, thinks, and acts in life is the first determining factor, as well as how a person will think and feel about a job. According to Sutrisno, Tambengi et al. (2016), job satisfaction is an employee's attitude towards work related to the work situation, cooperation between employees, rewards received at work, and physical and psychological factors. The results of hypothesis testing show that compensation has a significant effect on employee job satisfaction. It means that compensation is indeed a determining factor in whether or not employee job satisfaction is reasonable. The results of this research are in line with research conducted by



Rasyid and Tanjung (2020); the results of their study concluded that partial compensation has a significant influence on job satisfaction. Simultaneously, compensation, work environment, and motivation significantly influence job satisfaction. It explains that the better the compensation, the greater the employee's job satisfaction and vice versa.

The results of testing the third hypothesis prove that the organizational culture variable significantly affects job satisfaction, lower than alpha, namely  $0.005 < 0.05$ . This means that work culture is indeed a determining factor in whether or not employee job satisfaction is reasonable. The results of this research strengthen the research results of Khan et al. (2011), Sabri et al. (2011), and Emami et al. (2012), which show evidence that there is a significant positive relationship between organizational culture and job satisfaction. The results of this research also strengthen the opinion of Robbins (2016), who suggests several essential factors that bring more job satisfaction. The first is work that provides opportunities to use skills and feedback about how well they work, and the second factor is how good the employees' working conditions are. In terms of personal comfort and ease of doing work, these things are closely related to the rules and standards that the company has determined. In contrast, these rules and standards are formed from the organizational culture within the company itself.

The results of hypothesis testing show that job satisfaction has proven to affect the performance of Hotel Pangeran Pekanbaru employees significantly. It means that job satisfaction is a determining factor in whether employee performance is good. The results of this research support research conducted by Paparang and Areros (2021), their study concluding that the direction of the influence of the job satisfaction variable on employee performance is positive, and job satisfaction has an effect on employee performance. Therefore, it can be proven that job satisfaction also influences employee performance. Employees play an essential role in all activities at the Prince Pekanbaru Hotel, both operational and managerial. The results of testing the fifth

hypothesis show that work motivation significantly affects employee performance. It means that it is true that employee work motivation variables directly influence employee performance. The results of this research support research conducted by Lusri and Siagian (2017), where the results of their study concluded that:

1. Work motivation has a positive effect on employee performance.
2. Work motivation has a positive impact on employee job satisfaction.
3. Job satisfaction has a positive effect on employee performance.
4. Job satisfaction acts as a mediating variable between work motivation and employee performance.

The compensation given is financial compensation and non-financial compensation. The importance of compensation for employees dramatically influences their behavior and performance. The higher the compensation employees receive from the company, the greater their welfare. The results of hypothesis testing show that the calculated p-value  $t$  is higher than alpha, namely  $0.961 > 0.05$ . It means that compensation does not directly influence whether employee performance at the Prince Pekanbaru Hotel is good. This research's results differ from those of the study conducted by Nugraha and Tjahjawati (2017). This research shows that compensation and employee performance have a significant and positive influence.

The results of this research also cannot prove that there is a significant direct influence of organizational culture variables on the performance of Hotel Pangeran Pekanbaru employees because the p-value is more critical than alpha, namely  $0.684 > 0.05$ . It means that organizational culture does not directly influence whether employee performance is good. The results of this research are different from those conducted by Zaky (2021), where research proves a positive relationship between strong organizational culture and employee performance, which is reflected through increased organizational commitment, job satisfaction, and motivation.



The results of the eighth hypothesis test proved that job satisfaction is a variable mediating the influence of work motivation variables on employee performance. The results of this research support research conducted by Niam and Syah (2019), where the research results require special attention to work motivation, which does not significantly influence job satisfaction, and job satisfaction does not mediate employee performance on motivation, leadership, and organizational culture variables. The results of other research show that the variables of work motivation, organizational culture, and transformational leaders have a significant effect on employee performance. The results of the ninth hypothesis test show that job satisfaction is a variable that can mediate the influence of compensation variables on the performance of Hotel Pangeran Pekanbaru employees. The results of this research support research conducted by Brahmasari and Suprayetno (2008), which concluded that 1) Work motivation has a positive and significant effect on employee job satisfaction, 2) Leadership has a negative and significant effect on employee job satisfaction, 3) Organizational culture has a positive effect and significant to employee job satisfaction 4) Work motivation has no significant effect on company performance 5)

## 5. CONCLUSIONS

This study examines the direct effect of work motivation, compensation, and organizational culture on employee job satisfaction. This research also analyzes the indirect impact of work motivation, compensation, and organizational culture on employee performance through job satisfaction. The findings show that employee work motivation, compensation, and organizational culture significantly affect employee job satisfaction at the Pengeran Hotel Pekanbaru. Job satisfaction and work motivation also considerably affect the performance of Hotel Pangeran Pekanbaru employees. However, direct compensation is proven to have no

Leadership has a positive and significant effect on company performance 6) Organizational culture has a positive and significant effect on company performance 7) Employee job satisfaction has a positive and significant effect on company performance

The results of testing the tenth hypothesis show that job satisfaction is a variable that can mediate (strengthen or weaken) the influence or relationship between organizational culture variables on the performance of Hotel Pangeran Pekanbaru employees. The results of this research support research conducted by Niam and Syah (2019), where the results were on 385 respondents who were research samples at educational foundations that oversee educational institutions from early childhood education level to tertiary level spread across the country. Almost all regions of Indonesia need special attention to work motivation, which does not significantly influence job satisfaction. Job satisfaction does not mediate employee performance on motivation, leadership, and organizational culture variables. The results of other research show that the variables of work motivation, organizational culture, and transformational leaders have a significant effect on employee performance.

significant impact on the performance of Hotel Pangeran Pekanbaru employees. Organizational culture has yet to be directly demonstrated to affect the performance of Hotel Pangeran Pekanbaru employees significantly.

On the other hand, indirect relationship work motivation has been proven to affect employee performance through job satisfaction significantly. The data processing results show the regression coefficient of the work motivation variable through job satisfaction on employee performance. Compensation and organizational culture indirectly affect job satisfaction through job satisfaction.

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