

THE IMPACT OF GOOD CORPORATE GOVERNANCE AND ORGANIZATIONAL CULTURE ON PERFORMANCE AS MEDIATED BY JOB SATISFACTION

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Abstract: *This study aims to examine the company's status following the Covid pandemic and the potential strategic actions to affect employee performance. By gathering actual data from respondents, researchers can evaluate the viability of the put out hypotheses using inference verification procedures. 115 research samples in total were purposefully chosen to participate as responders. We utilize Smart PLS software 3.29 to analyze structural equation models. The results of the study are: (1) Good corporate governance has an influence on job satisfaction; (2) organizational culture has an influence on job satisfaction; (3) Good corporate governance has an influence on performance, (4) Organizational culture has an influence on performance, (5) Job satisfaction has an influence on performance, (6) Job satisfaction mediates good corporate governance on performance and (7) Job satisfaction mediates the influence of organizational culture on performance. A limitation of this study is that the survey only focused on Palembang city area companies. Practical implications: from the research indicate that in order to improve performance, new techniques must first boost employee job satisfaction. Performance is influenced by organizational culture, which is the second most important factor. By increasing both internal and external satisfaction, one can increase job satisfaction. (1) Team culture, which is a workplace culture that promotes interpersonal, collaborative, and communicative work environments, can improve organizational culture. aims to establish a business that is like a happy, large family, (3) Adaptive culture, particularly the culture present in an organization or company where employee changes occur, including how the company maintains and maintains the work environment, (2) mission culture, which is a stable and external culture that emphasizes the organization with clear goals and variables, as well as the process of continuous internal improvement and (4) bureaucratic culture, i.e. internal and stable culture for a highly effective organization with a high level of consistency in all its activities. This research examines the performance of regional companies after the occurrence of Covid-19 which is related to the impact of good corporate government and organizational culture which are rarely studied on the sustainability of the performance of regional companies in Indonesia.*

Keywords: *Good corporate governance, organizational culture, job satisfaction, performance*

1. Introduction

Indonesia is one of the destination countries for investors both at home and abroad and to invest their capital. Indonesia is still one of the investment destinations due to relatively high economic growth, however, Indonesia must make improvements in infrastructure to support the growth of the manufacturing industry in the real sector, such as ease in licensing, legal certainty and political stability, all of which are very important in an effort to attract investors. Entrepreneurs and industries face a number of challenges in an era of globalization, a rapidly changing business world, uncertainty, and fierce competition. Indonesia faces productivity

challenges to be able to compete with other members of the ASEAN Economic Community. Increasing productivity must be faced by all components of the business organization. Efforts to increase labor productivity include activities and strategies to complete operations, save efficiency, eliminate waste, maintain company machinery and assets properly, and operate smoothly and optimally and most importantly pay special attention to employees, so that efforts to increase labor productivity can be realized. The company's ability to achieve its objectives depends on how prepared and effective its employees are. If employees lack motivation or disagree with organizational culture or sound corporate governance, their morale will suffer, which will lower output and performance. Fun, enjoyment, and fulfillment also contribute to achieving rewards, which raises performance, productivity, efficiency, and effectiveness. Since each employee needs to be motivated differently, it is important to properly understand governance, organizational culture, and satisfaction. Positive employee behavior is advantageous in every way for all parties involved, but it can only be realized via fulfillment and the adoption of a reward system. (Osabiya, 2015). The company's labor productivity is closely related to the company's human resources. It has long been known that human resources are the first factor that drives or improves the performance of a company. The experience of many organizations has proven the correctness of this view (Zahara, 2018).

In the current times, where Indonesia in particular and around the world are generally shocked by the Covid-19 pandemic. Organizations or companies have more severe challenges. The tough challenge in question is because the company is in an environment that is always moving or changing dynamically and competitively. A company must be in an environment where the environment can be a facilitator or obstacle to the continuity of the company. A business or organization's operations can alter the environment, and the environment can also inspire changes in the organization. A good governance system is important to achieve organizational goals. The achievement of the intended governance objectives must be done gradually, but planned with a clear schedule. Thus, efforts to improve employee performance and management systems continuously can be carried out gradually but planned. To realize organizational goals, it is necessary to clarify the roles and responsibilities of employees in accordance with and regulated in *Standard Operating Procedures* (SOPs). The problems that arise are not only the low application of Good Corporate Governance principles but the low understanding of organizational culture is very crucial in order to improve the effectiveness and efficiency of the company's overall performance, especially employee performance (Lulu et al, 2016). Optimization of the supervisory function is able to suppress practices that harm the company, such as fraud, corruption, and other negative practices. Synergy of supervision and managerial integrity is believed to be able to improve company performance from all aspects of business. The continuity and credibility of the company is something that must be maintained in order to create a good image in the eyes of *stakeholders*. In addition to good governance, there are other factors that affect employee performance, such as job satisfaction or organizational culture (Pramita et.al., 2021). Culture is generally understood as the symbol of an organization being understood and followed that is meant to make its members feel like family and allow its members to be different from other organizations. The organizational culture of a company reflects its current organizational state (Putri & Putra, 2017). A culture of productivity is one that enables an organization to achieve its goals (Karsiati & Maskudi, 2014).

The Effect of Good Corporate Governance on Job Satisfaction

According to Sinambela (2012) The general attitude that people have toward their employment is called job satisfaction. The indicator evaluates both internal and external elements to determine the degree of job satisfaction. External factors are things that affect a person from without. While internal causes are those that originate from a person's own mind

(Sutrisno, 2019). While good corporate governance is management that is able to improve company performance (Bastomi, 2017). Corporate governance is used to help create efficiency, consistency and transparency of corporate regulations. Long-term benefits will accrue to the company from the adoption of excellent corporate governance because it fosters its growth and development in the age of international competitiveness, (Kuncorowati, et al., (2021) Management Values are also used by companies to establish corporate policies to increase corporate accountability and business success (Yuliana and Farahiyah, 2020). Shareholders are reassured by governance that investment funds are prudently managed and that staff uphold the objectives, goals, and best interests of the business (Wirasedana and Swari, 2017). A previous study by Shah et al. (2018) good corporate governance in terms of accountability, transparency, participation, independence and accountability has a positive impact on management effectiveness. Therefore, good corporate governance that is transparent, accountable, independent and fair can improve employee performance for the better. Based on the description of the theory and the results of previous research above, the following hypothesis can be formed.

H₁: Good Corporate Governance has a positive effect on job satisfaction

The Influence of Organizational Culture on Job Satisfaction

Organizational culture is an understanding of culture, including the rules, values, and norms that shape employee actions or behavior (Colquitt, Lepine, & Wesson, 2019). Organizational culture is the values agreed upon by the members of an organization that distinguish it from others (Sunarsih and Mashihoh, 2016). This type of organizational culture is divided into four parts, namely: supporting culture, role culture, achievement culture and power (Marcinkoniene & Kekale, 2017). While the theory of planned behavior proposed by (Ajzen, 1991) explains individual behavior based on the goals and objectives to be achieved. The theory of planned behavior explains the attitudes and traits that can influence emotions to achieve something, the purpose of individual work is to achieve quality of life so the Theory of Behavior vi has a plan that provides insight into individual behavior to get satisfaction and the quality you want to achieve. According to Muparrih and Santoso (2013), work happiness and company culture have a beneficial and significant association. The results of a study by Harlina et al. (2013) provide evidence for the aforementioned assertions. Organizational culture has a direct impact on job satisfaction, while organizational culture, work environment, and job satisfaction all have an impact on performance. Job satisfaction also acts as a mediator between organizational culture and both performance and work environment. The following hypothesis can be developed in light of the theory's description and the findings of earlier study.

H₂: Organizational culture positively affects job satisfaction

The Effect of Good Corporate Governance on Employee Performance

Efficiency is an important factor that must be achieved, namely the ability of every company to allocate and manage resources (Guntur, 2021). Performance as a picture of the achievement of an activity in achieving business goals (Napitupulu et al., 2020). Business performance is a very important thing that every business needs to pay attention to because business performance is a tool, an indicator to find out whether a business is developing or vice versa (Hafidzi & Qomariah, 2020). According to Ivancevich and Konopaske (2013), aspects of employee performance include; (1) quantity of work, (2) quality of work, (3) knowledge of work, (4) personal qualities, (5) cooperation, (6) dependence, and (7) initiative. To achieve all the above criteria for good employee performance, good governance in the company is required. Good corporate governance in business operations will minimize conflicts due to differences in interests in monitoring employee performance (Patel, 2019). According to Yanthi and Wirasedana (2021), good corporate governance gives shareholders the certainty that

executives act in accordance with the duties, interests, and tasks of the organization and that investment money are prudently managed. Employee performance is positively impacted by effective corporate governance, according to research by Shah et al. (2018). This includes accountability, transparency, participation, independence, and responsibility. Therefore, stronger corporate governance, accountability, transparency, independence, and fairness can control managerial effectiveness. The following hypotheses can be formulated in light of the theory's description and the findings of earlier study.

H₃: Good corporate governance has a positive effect on employee performance

The Influence of Organizational Culture on Employee Performance

Ivancevitch (2014) defines performance as a result of having the capacity, the chance, and the willingness to perform. The ability of people to perform in accordance with their abilities, opportunities, and recognized talents can be used to measure performance. Gibson et al. (2012), on the other hand, see performance as the end outcome of organizational efforts to improve quality, efficacy, and other performance metrics. Performance is described as the outcome of an action by Robbins and Coulter (2018) as one of the criteria for assessing individual performance. Standard operating procedures are needed to provide direction on the organization's vision, mission, goals, and boundaries in order to achieve good performance. the practice of following rules and guidelines to the point where it has either become ingrained in or has become part of the workplace culture. According to Triseptya et al. (2017), culture is a pervasive system of beliefs and values that emerges within an organization and directs the behavior of its members. If an organization's culture is supportive of its strategy and able to quickly and accurately respond to and overcome the challenges presented by its field environment, it can be a key tool for gaining a competitive advantage (Yolanda and Wasito, 2016). The organization's entire performance can also be used to determine how successful it is. Organizational culture has a considerable impact on performance, according to Sinaga's (2020) study. This indicates that by putting both the quality and quantity of employee productivity first, a strong organizational culture is strongly tied to top performance. Organizational culture has a major impact on performance, according to some past online research findings, such as those from Muis et al. (2018), Gultom (2014), Lee Huey Yiing et al. (2008), and Indra Taruna et al. (2017). The following hypotheses can be generated based on the theory's description and the findings of earlier study.

H₄: Organizational culture positively affects employee performance

The Effect of Job Satisfaction on Employee Performance

According to Mathis and Jackson (2011), performance refers to what people do and do not do. An individual's contribution to the organization is influenced by performance. The main focus of attempts to increase organizational performance is on enhancing both individual and team performance. Performance can be viewed as a function of the ability to do, the opportunity to do, and the motivation to do, according to Ivancevich et al. (2014). Performance generally refers to an individual's or group's readiness to engage in an activity, complete it with the desired results, and assess the work outcomes attained by workers in comparison to specified performance standards. According to the principle of attribution, certain activities are connected to particular attitudes and traits. High-satisfaction people can communicate feelings that other people can actually feel. Employees that have a high level of job satisfaction in this situation may have an impact on management effectiveness and even the performance of the entire company (Widiawati et al., 2019). According to prior research by Puspaningsih (2020), fairness, extrinsic rewards like pay raises and promotions, and internal rewards like a sense of accomplishment, will boost employee performance, High levels of satisfaction will result from this circumstance. Because the manager is involved in the budget, the work is done with

satisfaction, which will have an effect on good management performance once the budget target is met. The following hypotheses can be generated based on the theory's description and the findings of earlier study.

H5: Job satisfaction has a positive effect on employee performance

The Role of Job Satisfaction in Mediating the Effect of Good Corporate Government on Employee Performance

In the era of globalization and technological acceleration, business competition is getting tighter (Pasigai, 2019). The era of globalization has created increasingly widespread business competition. Competition applies not only to domestic companies, but also to foreign companies. Businesses must be ready to participate in increasingly fierce global competition (Muhi, 2012). The purpose of the business is to get the maximum profit, to achieve this goal the business needs to be run and managed properly (Hanisah, et al., 2019). In an organization, the role of resources is well managed, it is an important part of organizational management. Every individual must contribute to productivity in doing his job. One of the contributions to individual productivity is the achievement of job satisfaction, which is the result and assessment of characteristics associated with positive feelings in job performance. (Robbins and Judge, 2008). Job satisfaction is a feeling of pleasure towards work and showing a positive attitude at work. Satisfaction is an attitude obtained from one's experience in achieving goals by satisfying needs. (Lovelock and Wirtz (2014). Based on the description of the theory and the results of previous research above, hypotheses can be formed as follows.

H6: Job satisfaction mediates the effect of good corporate governance on employee performance

The Role of Job Satisfaction in Mediating the Influence of Organizational Culture on Employee Performance

Companies must foster an environment where staff members may freely express their thoughts, take part in decision-making, and support one another if they want to increase employee performance. Effective and efficient involvement and communication are made possible by a strong culture (Shahzad, 2014). Pujiono (2016), Shahzad (2014), Maamari (2018), and Rohim (2019) all make the case in reviews that organizational culture has a significant impact on performance because culture can act as a catalyst for performance improvement. According to Soomro's research (2019), there is a considerable link between organizational culture and performance that is mediated by work satisfaction. Performance improvement is accelerated by organizational culture. Better performance is a result of job satisfaction. Employees' attitudes and behaviors at work are influenced by their level of job satisfaction, which in turn affects how well they perform for the company (Chang & Lee, 2007; Hendri, 2019). The following hypotheses can be generated based on the theory's description and the findings of earlier study.

H7: Job satisfaction mediates the influence of organizational culture on employee performance

2. Research Methods

Employees of serve as the unit of regional companies in the city of Palembang, Indonesia analysis for this quantitative study. The five characteristics of excellent corporate governance—transparency, accountability, accountability, independence, and fairness—are used to gauge its many components. Clan culture, purpose culture, adaptable culture, and bureaucratic culture are the four factors used to assess organizational culture. Internal and external contentment at work are the two components used to gauge job satisfaction. While five factors—work quality, quantity, speed, and efficiency—as well as job attachment—are used to evaluate an employee's performance. All variables were measured by questionnaire using a Likert scale of 1-5. The

sample of this study was employees.palembang city area companies A total of 115 respondents. The data gathered for this study were analyzed using inferential analysis using the Structural Equation Modeling (SEM) method and SEM-PLS software version 3.29. A structural equations model based on components or variations is known as SEM-PLS. SEM-PLS is a very effective analysis technique, according to Ghozali (2015), because it does not rely on numerous presumptions, such as that the data must be normally distributed and that the sample size must be large. PLS can also be used to support hypotheses and clarify connections between latent variables. In this situation, SEM-PLS may evaluate the created structures using reflection and formation indices simultaneously. SEM analysis is a group of statistical approaches that enables the partial and simultaneous examination of a more sophisticated range of interactions (Waluyo, 2011). A chain formed between one or more dependent variables and one or more independent variables is referred to as a complicated relationship. SEM is a system of simultaneous equations that can also be used for linear causal analysis, structural covariance analysis (path analysis), and structural equation modeling (Wijanto, 2008).

3. Result and Discussion

3.1. Result

115 participants were given survey tools to complete. The respondents filled out the form completely and returned it. Confirmatory factor analysis (CFA) was used to evaluate each questionnaire item and test the relationship between constructs and indicators based on the theory proposed.

a. Instrument Validity Test (Outer Model)

The purpose of this validity test is to find out whether the question items in the questionnaire can represent the measured variable. Validity is tested using a loading factor calculated through PLS, and if the loading factor value of each question item meets the recommended standards, then it can be said that the questionnaire is valid. Table 1 shows the loading factor coefficients resulting from PLS analysis. Model validity can also be assessed through Convergent Validity, which is measured based on the correlation between question items and the measured variable. A loading factor value of > 0.70 is highly recommended, but a value of $> 0.50 - 0.60$ is still acceptable if the model is still in the development stage (Ghozali, 2006). After running the first stage (PLS_Algorithm), the analysis path diagram produces the following model output:

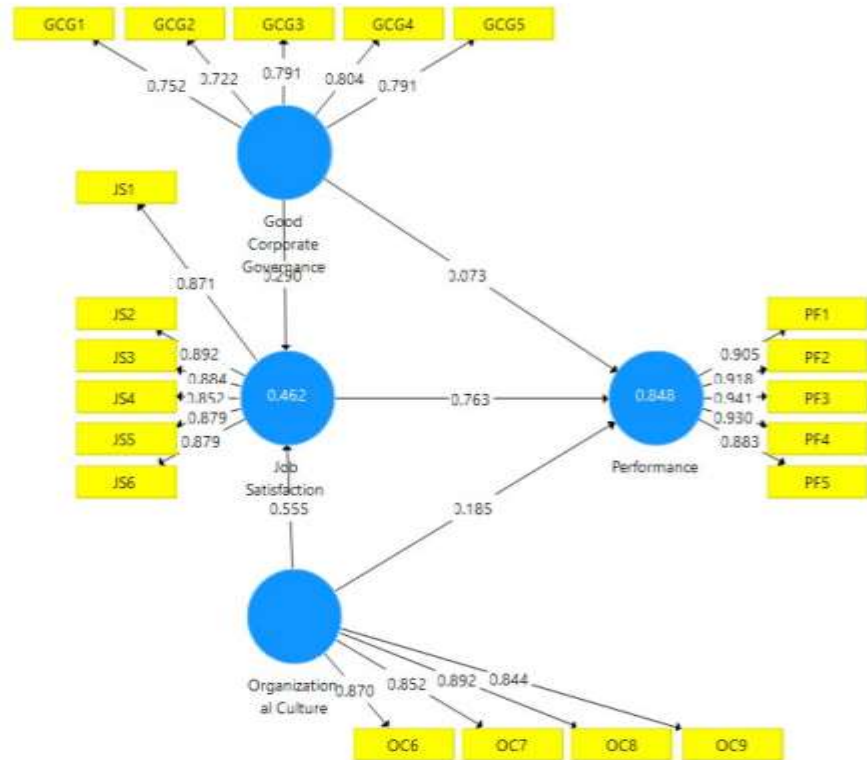


Figure 1. Model of the Effect of Good Corporate Governance and Organizational Culture on Performance mediated by Job Satisfaction

Table 1. Tabel *Loading Factor Iterasi_2 (Outer Loadings)*

Indikator	Good Corporate Governance	Job Satisfaction	Organizational Culture	Performance	Kesimpulan
GCG1	0.752	-	-	-	Valid
GCG2	0.722	-	-	-	Valid
GCG3	0.791	-	-	-	Valid
GCG4	0.804	-	-	-	Valid
GCG5	0.791	-	-	-	Valid
JS1	-	0.871	-	-	Valid
JS2	-	0.892	-	-	Valid
JS3	-	0.884	-	-	Valid
JS4	-	0.852	-	-	Valid
JS5	-	0.879	-	-	Valid
JS6	-	0.879	-	-	Valid
OC6	-	-	0.870	-	Valid
OC7	-	-	0.852	-	Valid
OC8	-	-	0.892	-	Valid
OC9	-	-	0.844	-	Valid
PF1	-	-	-	0.905	Valid
PF2	-	-	-	0.918	Valid
PF3	-	-	-	0.941	Valid
PF4	-	-	-	0.930	Valid
PF5	-	-	-	0.883	Valid

Source: processed by researchers, Smart PLS_2023

From Figure 1 and table 1 above, no number is found lower than the required value, which is less than < 0.5 . Therefore, the model in Figure 1 is considered to be a good and fit model. Therefore, further analysis can be continued.

b. Reliability Test (Outer Model)

Data quality assessment is done by examining the combined reliability value resulting from PLS calculations of existing variables, such as Organizational Culture, Personality, and Service Quality. To determine the combined reliability, According to Ghozali (2011), the reliability is satisfactory if the combined reliability value is > 0.6 and the Average Variance Extracted (AVE) > 0.50 . If > 0.8 , the construct has a high reliability or is dependable. The following table displays the reliability test results for all variables examined:

Table 2. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Good Corporate Governance	0.832	0.881	0.597
Job Satisfaction	0.939	0.952	0.768
Organizational Culture	0.888	0.922	0.747
Performance	0.952	0.963	0.838

Because the values of Alpha Cronbach, Composite Reliability, and Average Variance Extracted have reached the necessary values, the reliability test demonstrates that the research variable is a valid measure. Because the value is above 0.80, as well as from the Cronbach alpha value of over 0.70, the composite reliability results for each construct are quite excellent. Additionally, the construct has strong validity as evidenced by the Average Variance Extracted (AVE) value, which is greater than 0.50 (Ghozali.2015).

c. Structural Model Testing (Inner Model)

To review the relationships between variables, significance levels, and the R-square of the study model, the inner model or structural model is evaluated. When evaluating structural models, the R-square for dependent variables is used.

Table 3. *R Square*

Variable	R Square	R Square Adjusted
Job Satisfaction	0.462	0.452
Performance	0.848	0.844

According to Table 5, which indicates a variable R-square value of 0.462, 46.2% of the variation in job satisfaction may be attributed to effective corporate governance and organizational culture. With an R-Square performance score of 0.848, effective corporate governance, organizational culture, and work satisfaction may account for 84.8% of the variation in performance. The better the structural equation, the higher the R-square value indicates that the independent variable can explain the dependent variable.

d. Hypothesis Testing (Inner Model/Boostrapping)

The significance level of the path coefficient is based on the t-value and the standardized path coefficient, and the hypothesis test depends on the values derived from the structural model of analysis. When factor loadings above the critical threshold (1.96), the utility of the hypothesis test is limited.

Table 4. Path Coefficients

Path Coefficients	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Good Corporate Governance → Job Satisfaction	0.290	0.301	0.067	4.349	0.000
Good Corporate Governance → Performance	0.073	0.073	0.041	1.775	0.076
Job Satisfaction → Performance	0.763	0.757	0.049	15.426	0.000
Organizational Culture → Job Satisfaction	0.555	0.553	0.055	10.185	0.000
Organizational Culture → Performance	0.185	0.192	0.055	3.346	0.001

Table 5. Specific Indirect Effect

Path Coefficients	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Good Corporate Governance → Job Satisfaction → Performance	0.221	0.228	0.052	4.233	0.000
Organizational Culture → Job Satisfaction → Performance	0.424	0.418	0.045	9.423	0.000

Sumber: diolah peneliti, Smart PLS_2023

3.2. Discussion

a. The Effect of Good Corporate Governance on Job Satisfaction

According to the analysis's findings, excellent corporate governance has a considerable and favorable influence on work satisfaction, with a 0.290 (29.0%) influence. The t-count value of $4.349 > 1.96$ and the p-value of $0.000 < 0.05$ support this beneficial effect. These results are consistent with professional opinions and earlier research that shows corporate governance is utilized to facilitate the development of effective, uniform, and transparent company regulations. The implementation of *good corporate governance* is beneficial for the company in the long term as a support for the growth and development of companies facing the era of global competition, (Kuncorowati, et al., (2021). Governance is also used to determine company policies in increasing accountability and success of the company's business (Yuliana & Farahiyah, 2020). Based on agency theory, it promotes the development of the idea of good corporate governance in managing the operations of the organization, where governance is anticipated to reduce conflicts resulting from disparities in interests through employee performance management (Patel, 2019). By ensuring that the agents act in accordance with the company's interests, functions, and obligations, governance gives shareholders peace of mind (Yanthi Wirasedana, 2021). Syah et al.'s (2018) previous study found that good corporate governance in terms of participation, accountability, transparency, independence, and responsibility has a positive impact on management performance. As a result, good corporate governance transparency, accountability, independence, and impartiality can improve employee performance.

b. The Influence of Organizational Culture on Job Satisfaction

From the results of the analysis, it was revealed that organizational culture has a significant and positive impact on job satisfaction, with an influence of 0.555 (55.5%). This positive impact is evidenced by t-count values of $10.186 > 1.96$ and p-values of $0.000 < 0.05$. This finding supports the views of experts including the theory of Planned Behavior put forward by (Ajzen, 1991) Explain individual behavior based on the goals and objectives to be achieved. The Theory of Planned Behavior explains the attitudes and traits that can influence emotions to get something, the purpose of individual work is to get the quality of *life* so that the Theory of Planned Behavior provides an overview of individual behavior to get satisfaction and the

quality to be achieved. According to Muparrih and Santoso (2013), there is a strong and positive link between company culture and job satisfaction. The following are the outcomes of the study's findings to back up the aforementioned claim: According to Harlina et al. (2013), job satisfaction is an intermediary variable between organizational culture and performance as well as between work environment and performance. Organizational culture, work environment, and job satisfaction all have a direct impact on performance.

c. The Effect of Good Corporate Governance on Performance

The analysis's findings showed that, with an influence of 0.073 (7.3%), good corporate governance did not significantly affect performance. T-count values of 1.775 1.96 and p-values of $0.076 > 0.05$ show the impact of this influence. This finding differs slightly from those of earlier studies, which found that good corporate governance significantly improves performance. In this study, good corporate governance still improves performance, but the difference is not statistically significant. The results are in line with the ideas of experts who claim that performance is a crucial factor that organizations should take into consideration. Performance can be used as a tool or indicator to determine if a firm is developing or not (Hafidzi & Qomariah, 2020). By monitoring employee performance, good corporate governance should reduce conflicts resulting from disparate interests in the management of the company's operations (Patel, 2019). According to Shah et al.'s (2018) research, good corporate governance in terms of accountability, transparency, participation, independence, and responsibility has a positive impact on employee performance. As a result, good corporate governance can better control managerial performance through transparency, accountability, independence, and impartiality.

d. The Influence of Organizational Culture on Performance

According to the analysis's findings, organizational culture has an influence on performance of 0.185 (18.5%), which is substantial and good. The p-value of $0.001 < 0.05$ and the t-count value of $3.346 > 1.96$ support this considerable positive influence. These findings confirm prior study and the opinions of experts that an individual's capacity for labor determines their performance. According to Gibson (2012), organizational goals including quality, efficiency, and other effectiveness factors drive performance. According to Robbins and Coulter (2018), one of the metrics for measuring individual performance is performance, which is the outcome of an activity. An organization's culture is a means of disseminating values and beliefs that emerge in an organization (Triseptya, 2017). If organizational culture supports organizational strategy and can rapidly and effectively respond to or overcome environmental problems, it can serve as the primary tool of competitive advantage (Yolanda and Wasito, 2016). In addition to personnel and the cultural connections they have, the overall performance of the organization can also be used to determine whether a business is successful. According to Sinaga's research (2020), organizational culture has a major impact on performance. By putting both the quality and quantity of employee productivity first, a strong corporate culture directly correlates with top performance. Some earlier study findings that support the idea that organizational culture significantly affects performance include Muis, (2018), Gultom, (2014), Lee Huey Yiing (2008), Indra Taruna (2017).

e. The Effect of Job Satisfaction on Performance

From the results of the analysis, it was revealed that job satisfaction had a significant and positive impact on performance, with an influence of 0.763 (76.3%). This significant positive impact is evidenced by t-count values of $15.426 > 1.96$ and p-values of $0.000 < 0.05$. The findings support the experts' views and previous research has found performance is what individuals do or don't do. Performance affects an individual's contribution to the organization. Performance improvement for both individuals and groups takes center stage in an effort to improve organizational performance (Mathis and Jackson, 2011). Another expert opinion by Ivancevich *et al* (2014) states that performance can be seen as a function of capacity to do,

opportunity to do, and willingness to do. Basically, performance is the willingness of a person or group to carry out an activity in accordance with responsibilities with results as expected according to predetermined standards. Individuals who have a high level of satisfaction are able to provide attitudes that can be directly felt by others. Individuals with high satisfaction with work will be able to influence managerial performance and even the organization as a whole (Widiawati, et al, 2019). Previous research from (Puspaningsih (2020) states that employee performance will increase if employees feel fairness and extrinsic rewards (salary and promotion) and intrinsic rewards (feelings for what has been achieved), this condition will cause a high level of satisfaction. When managers have a sense of satisfaction with the work they have done because managers have involved budget participation, it will have an impact on good managerial performance where budget objectives have been achieved.

f. Job Satisfaction Moderates the influence of Good Corporate Governance on Performance

From the results of the analysis, it can be concluded that job satisfaction plays a role as a mediation in the influence of good corporate governance on employee performance. Significant positive influence with a value of 0.221 (22.1%), which is characterized by a t-count of $4.233 > 1.96$, and a p-value of $0.000 < 0.05$. This finding supports the views of experts and previous research which states that in the era of globalization companies are required to be ready to face open competition. Competition not only applies between domestic companies, but also foreign companies (Muhi, 2012). To achieve company goals, a good strategy and of course organizational management are needed, (Hanisah, et al., 2019). Good governance is the role of human resources owned by the company. Individuals from company members must contribute productivity in carrying out their work. Productivity contributed by each individual, one of which is the achievement of job satisfaction, is the result and evaluation of characteristics related to positive feelings in carrying out work. (Robbins and Judge, 2008). Job satisfaction is a pleasant feeling about their work so that individuals have high job satisfaction by showing a positive work attitude. Satisfaction is an attitude obtained by a person's experience in achieving goals through meeting needs. (Lovelock and Wirtz (2014). The implementation of good corporate governance must be carried out simultaneously with providing satisfaction to employees, so that it will create a feeling of pleasure and enthusiasm in carrying out their work.

g. Job Satisfaction Moderates the influence of Organizational Culture on Performance

From the results of the analysis, it can be concluded that job satisfaction plays a role as a mediation in the influence of organizational culture on employee performance. Significant positive influence with a value of 0.424 (42.4%), which is characterized by a t-count of $9.423 > 1.96$, and a p-value of $0.000 < 0.05$. These findings support the views of experts and previous research that states that to improve individual performance with openness, so that it is easy to convey ideas, suggestions, criticisms as well as participate in decision making and help each other. A strong organizational culture in the organization will facilitate the process of communication and participation that is carried out efficiently and effectively (Shahzad, 2014). Found in the journals Pujiono (2016), Shahzad (2014), Maamari & Saheb (2018) and Rohim & Budhiasa (2019) mentioned that organizational culture has a strong influence with performance, because culture can be a catalyst in improving performance. A study by Soomro (2019) shows that there is a significant relationship between organizational culture and performance through job satisfaction as mediation. Organizational culture is a catalyst in improving performance. Job satisfaction encourages higher performance. Job satisfaction will affect the attitude and behavior of employees while working, the level of satisfaction at work will affect their performance while working in the organization (Chang, 2007; Hendri, 2019).

4. Conclusion

In this study, empirically found that (1) good corporate governance has a significant positive effect on job satisfaction. (2) Organizational culture has a significant positive effect on job satisfaction. (3) Good corporate governance does not have a significant effect on performance, but it has a positive effect. (4) Organizational culture has a significant positive impact on performance. (5) Job satisfaction has a significant positive effect on performance. (6) Job satisfaction has a positive and significant mediating role on the influence of good corporate governance on performance. (7) Job satisfaction has a positive and significant mediating role on the influence of organizational culture on performance. The conclusion of this study is to improve employee performance through increasing employee job satisfaction first, because job satisfaction is a good mediating variable for good corporate governance and organizational culture variables in improving employee performance. Organizational culture was found to be the variable with the second largest influence on employee performance. Thus, organizational culture can be taken into account as a supporting variable in order to improve employee performance. In order to increase employee job satisfaction, companies can do through two dimensions, namely external satisfaction dimensions, among others related; attitude of admiration for oneself after carrying out work, leadership attitude towards employees, remuneration, togetherness, decision making, promotion, and work environment. And or it can be through the dimensions of satisfaction that come from the internal employees themselves, among others; self-ability, trying new methods of work, opportunities to provide teaching to others, opportunities to serve others in the workplace. Next are indicators that can be used to improve organizational culture, including; Clan culture (work culture that emphasizes an interpersonal, collaborative, and communicative work environment. Aims to create a company like a happy big family), mission culture (this culture is a culture that is stable and external so that it emphasizes the organization with clear goals and versions), adaptive culture (culture found in an organization or company that has changes in employees, including the way the company saves and maintains the work environment, as well as the existence of a continuous internal improvement process) and bureaucratic Culture (this culture is a culture that is stable and internal so that the organization has a high level of consistency in all its activities). The next research agenda needs to further examine internal and external factors that affect employee job satisfaction, so that it will be easier to detect the strengths and weaknesses of factors that affect employee performance. By knowing these factors, the right performance improvement strategy can be formulated.

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