
The Effect of Non-material Incentive Motivation and Organizational Culture on Employee Job Satisfaction and Their Impact on Organizational Performance of the Communication, Information, and Encryption Office in Aceh Selatan District

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Abstract

This research intends to examine the effect of non-material incentive motivation and organizational culture on employee job satisfaction and its impact on the organizational performance of Aceh Selatan Communication, Information, and Encryption (Diskominfo Aceh Selatan) Office. The population was all civil servants and temporary employees in the office, totaling 102 people. Because the population members were relatively small, the sample taken in this research used the census method. The research model was analyzed using the SEM-AMOS. The results show that the descriptive hypothesis testing (H1) prove that all the variables used in this research are good; the direct hypothesis testing prove that non-material incentive motivation and organizational culture affect employee job satisfaction, and Non-material incentive motivation, organizational culture, and job satisfaction affect the performance of Diskominfo Aceh Selatan; and the indirect hypothesis testing proves that job satisfaction mediates the influence of non-material incentive motivation and organizational culture on the performance of the Diskominfo Aceh Selatan. In this tested model, it's also proven that job satisfaction mediates partially for these two indirect effects. So it has been confirmed that the model for improving the performance of the Aceh Selatan Diskominfo is a function of increasing non-material incentive motivation, strengthening culture, and increasing job satisfaction of its employees.

Keywords: Non-Material Incentive Motivation, Organizational Culture, Employee Job Satisfaction, Organizational Performance.

1. Introduction

Advances in information and communication technology (ICT) have made enormous changes to the world economy. The impact caused by the development of information technology is also felt in the management of the wheels of government in the Republic of Indonesia where the implementation of e-government in the government can be realized. E-

government is intended for the implementation of ICT-based governance to improve the quality of services to the public to the maximum (Kominfo_Aceh, 2021). To ensure the smooth implementation of information technology-based government activities, it is the responsibility of the Office of Communication, Information, and Encryption (Diskominfo). In Aceh Selatan District, Indonesia, Diskominfo was formed based on local government regulation (Qanun No. 7 of 2016).

In supporting the performance of the Aceh Selatan district government, the Diskominfo in Aceh Selatan (mentioned as Diskominfo Aceh Selatan) has a role as information management that supports government policies both nationally and regionally. Diskominfo Aceh Selatan also has a role in providing cross-sectoral content and managing public communication media, public information services, media relations services, strengthening the capacity of public communication resources, and providing access to information in the district. However, as quoted in the performance report of the Aceh Selatan district Government in 2020 (Pemda_Aceh_Selatan, 2020), it is known that there are problems that affect the performance of the Diskominfo Aceh Selatan, namely: (1) lack of maximum support in the development planning process in the field of information and communication. (2) Inadequate facilities and infrastructure in improving the performance of the apparatus in the field of communication and information. (3) There has not been integrated and one-door management of data and information. (4) The reliable employees in the field of communication, information, and data are not yet optimal. (5) Inadequate coordination in carrying out duties, principles, and functions within the Diskominfo Aceh Selatan. (6) Synergy in achieving targets between provinces and districts is not yet in line. (7) The optimization of PPID's role is still low. (8) The low competence of central and auxiliary PPID managers and the low level of awareness of data and information security.

The impact of these problems and obstacles has an impact on the less than optimal performance of the Diskominfo Aceh Selatan in carrying out its functions as a government organization. Apart from the problems above, another factor that causes the less than optimal performance of Diskominfo Aceh Selatan is due to the satisfaction of employees. Employees who are dissatisfied with the agency tend to give mediocre performance and even lower than expected. The low level of employee job satisfaction will be able to cause disturbances and obstacles in achieving the goals of an organization.

Another factor that influences the performance of the Diskominfo Aceh Selatan is the non-material incentive motivation. The theory of motivation was first expressed by (Maslow, 1943) whom he revealed that a person's motivation will arise when his life needs are met. Motivation can arise not only because of incentives or income factors but can also arise due to other factors such as non-material incentives. Non-material incentives in the form of awards/recognition, promotions, awarding titles, giving vacations, and other moral support. So non-material incentive motivation is incentives given so that employees can continue to work optimally in achieving organizational goals and continue to improve their work performance. The purpose of non-

material incentive motivation is to increase employee morale in carrying out their daily tasks as community servants.

So far, efforts to increase employee motivation through non-material incentives have not been maximally implemented at the Diskominfo Aceh Selatan. The leadership at Diskominfo must place the provision of non-material incentives as one of the work plans so that the level of employee motivation continues to increase. One of the efforts is to implement a rule for employees who have good work performance will be given a promotion reward, both functionally and structurally. The provision of non-material incentives is expected to be able to stimulate increased motivation for all employees within the Diskominfo Aceh Selatan environment so that with the non-material incentive motivation will be able to increase employee job satisfaction and will even be able to improve overall organizational performance.

In addition to the factors mentioned above, another factor that affects the performance of Diskominfo Aceh Selatan is organizational culture. Organizational culture reflects the identity of each organization. Therefore, every organization must have an organizational culture that differs from one organization to another. Organizational culture is a characteristic of the organization itself which is reflected in the ideals, beliefs, principles, expectations, attitudes, norms, and values that apply within the organization and are binding in a community (Robbins & Judge, 2017). An organizational culture is a unit that has a very important attachment in achieving the goals of the organization. Organizational culture in the Diskominfo Aceh Selatan order not only functions as an identity maker but also becomes the basic capital to improve service performance and as a social control that encourages all employees to achieve the goals of the organization in the future. Therefore, it is mandatory for all leaders to always socialize the culture in their organization to all employees. The relationship between individuals and organizational culture is very important to be harmonized because it can affect the performance of the organization.

2. Literature

Organizational Performance

The performance of government organizations as stated in Presidential Regulation No. 29 of 2014 is the result obtained in a certain period which is compared with the planning carried out at the beginning of each year in connection with the use of the budget with measurable quality and quantity. Minister of Apparatus regulation (Permenpan RB) no 53 of 2014 mentions organizational performance as an output or achievement compared to work agreements that have been made at the beginning of each fiscal year and assessed at the end of the fiscal year as accountability for the performance of government agencies for all activities that use the government budget. Itam, Mukhlis, and Musnadi (2021) in their research define performance as the level of achievement of the success of members of the organization as a whole within a certain period in each fulfilling their obligations associated with various opportunities such as performance, goals, and characteristics that have been designed and agreed upon by all members in an organization.

Performance can also be interpreted as output based on quality, quantity and timeliness produced both individually and in groups within a certain period measured at the end of the current period (budget year). In an organization, organizational performance results from the achievement of all members of the organization as measured at the end of the budget period by comparing it with the data that has been determined at the beginning of the budget year period. Permenpan RB No 53/2014 states that the performance measurement of government agencies is carried out by comparing the achievements of the main performance indicators with the work agreement that has been set at the beginning of each fiscal year. So based on that regulation, in this research the performance measurement of the Office used indicators are (1) the office communication and information network infrastructure has met the work needs of the government, (2) the assessment and development of integrated information systems and applications have been carried out systematically, (3) The draft of the Information Technology Governance Regulations has been carried out thoroughly, (4) the Aceh Selatan district government website has transparently provided information, (5) the available CMS applications are adequate, (6) HR has qualifications in CMS management, (7) Diskominfo Aceh Selatan has carried out the dissemination of information on regional development well, (8) The number of human resources owned by the Diskominfo Aceh Selatan in the ICT sector is adequate, (9) The drafting of the E-Government implementation plan has been carried out comprehensively.

Job satisfaction

Robbins and Judge (2017:50) define job satisfaction as a general attitude towards a job resulting from the difference between what is accepted and what is believed to be received from a job. Meanwhile, Tatar and Ogun (2019) in their book mention when people talk about employee attitudes, what is meant is job satisfaction which describes an employee's positive feelings towards his job. Employees with a high level of job satisfaction will also have positive feelings towards their work, while employees who have a low level of satisfaction will produce negative feelings towards their work. according to Ezeanyim, Ezinwa, Ufoaroh, Therasas, and Ajakpo (2019) Define job satisfaction is a complex collection of one's cognitions, emotions, and tendencies towards something that results from the efforts made by a person.

Job satisfaction is one of the variables of work attitude, this variable measures employee satisfaction with their work. Job satisfaction can be assessed through the evaluative, emotional, and behavioral components. Many researchers also note that a person's level of job satisfaction varies and depends on how much the value represents feelings about work (affective job satisfaction) or understanding and awareness about work (cognitive job satisfaction). Job satisfaction can also be interpreted as a positive feeling or emotion felt by employees towards the assessment of their work where the results obtained are in line with expectations. Robbins and Judge (2017:55) Job satisfaction can be measured using indicators in the form of (1) Happiness felt by employees due to both financial and non-financial factors. (2) Relations among co-workers in the office environment. (3) Employee Relations with organizational leaders. (4)

Employees can overcome boredom in the office. (5) Employees have an attitude of respect for co-workers. (6) Employees are allowed to develop.

Non-Material Incentive Motivation

Motivation is a trigger that comes from within the individual to get something he wants. Non-material incentives are awards given in the form of an acknowledgment, reputation, or glory as well as other awards that are not in the form of money (Tarigan, 2019). Panambunan, Lengkong, and Trang (2018) Mention that non-material incentive motivation is to stimulate work spirit which is not in material form, but in the form of appreciation or praise to employees. Meanwhile Priansa, Pd, and Suwatno (2011) mention Non-Material Incentives are stimulants that are injected into a person in the form of awards, confirmations based on work performance.

Based on the opinions of the experts above, it can be summarized that non-material incentive motivation is a stimulus that can cause a person's desire to be able to achieve a goal from the activities he does. In other words, it can also be mentioned in the form of a work spirit stimulant that is not in material form, but in the form of appreciation or praise to employees. Priansa et al. (2011) mention that the measurement of non-material incentives is carried out using indicators in the form of (1) giving official titles, (2) awarding merit or medals, (3) awarding certificates of appreciation, (4) giving verbal or written praise, (5) granting the right to use a company's attributes and facilities, (6) awarding special equipment in the workspace, (7) thank you formally or informally.

Organizational culture

Organizational culture reflects the characteristics of the organization itself which consists of systems and behavioral values within the organization. Every organization has its own culture. Organizational culture is a system that is applied in an organization and is carried out by members of the organization in achieving its organizational goals. Organizational culture is a basic norm that is adhered to / adhered to by all members in carrying out their daily activities so that the goals of the organization are achieved (Robbins & Judge, 2017). Organizational culture according to Kepmenpan No. 25/Kep.M.Pan/4/2002 is the attitude and behavior of a person or group based on values that are believed to be true and become traits and habits in carrying out daily tasks and work.

Tampubolon (2016) defines organizational culture as the underlying beliefs, assumptions, values, and ways of interacting that contribute to the unique social and psychological environment of an organization. Organizational culture indicators according to (Robbins & Judge, 2017) consist of: (1) Innovation and risk-taking. (2) Attention to detail. (3) Result orientation. (4) People orientation. (5) Team orientation.

Framework

Based on the theoretical description and previous research, the framework for this research and the hypotheses are formulated as follows.

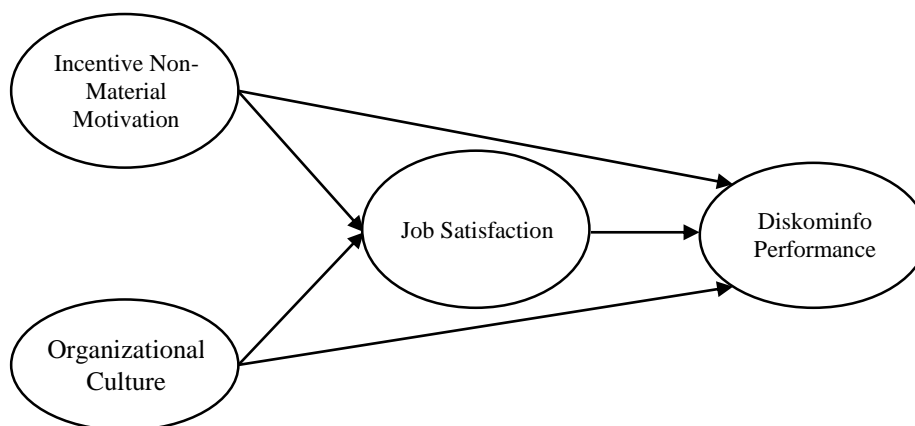


Figure 1. Research Paradigm

Descriptive Hypothesis

Ha₁ : Non-Material Incentive Motivation, Organizational Culture, Employee Job Satisfaction, Diskominfo Aceh Selatan Performance are Good.

Direct Hypothesis

Ha₂ : Non-Material Incentive Motivation Affects Job Satisfaction of Diskominfo Aceh Selatan Employees

Ha₃ : Organizational Culture Affects Job Satisfaction of Diskominfo Aceh Selatan Employees

Ha₄ : Non-Material Incentive Motivation Affects the Performance of the Diskominfo Aceh Selatan

Ha₅ : Organizational Culture Affects the Performance of Diskominfo Aceh Selatan

Ha₆ : Employee Job Satisfaction Affects the Performance of Diskominfo Aceh Selatan.

Indirect Hypothesis

Ha₇ : Employee Job Satisfaction Mediates the Effect of Non-Material Incentive Motivation on the Performance of the Diskominfo Aceh Selatan

Ha₈ : Employee Job Satisfaction Mediates the Effect of Organizational Culture on the Performance of Diskominfo Aceh Selatan.

3. Method

This research was conducted at Diskominfo Aceh Selatan, Indonesia. This research presents how the influence of non-material incentive motivation and organizational culture on employee job satisfaction and their impact on performance. The population was all civil servants and temporary employees of the Diskominfo Aceh Selatan, totaling 102 people. Because the

population members were relatively small, the sample taken in this research used the census method. In summary, the population and sample in this research are mentioned below.

Table 1. Number of Civil Servants and Honorary Employees in 2021

No.	Work unit	Employee	
		Government employees	Honorary Employee
1.	Secretariat	23	9
2.	IKP Management Sector	17	8
3.	Encryption Field	14	8
4.	Field of E-Government	14	9
Number of Civil Servants and Honorary Employees		68	34
Total Population and Research Sample		102	

Source: General and Civil Service Subdivision, 2021

In this research, data was collected by distributing questionnaires which were conducted online where the questionnaires were linked to the google form application which can be accessed via https://bit.ly/riset_abdulrazak. The distribution of the questionnaire link to respondents was carried out through short message applications, namely SMS and WhatsApp. Descriptive hypothesis testing was done using SPSS statistical equipment, direct hypothesis testing was done using the SEM-AMOS, and the indirect hypothesis testing used the Sobel calculator.

4. Results

Descriptive Hypothesis

The results of respondents' perceptions for each variable in this research are as shown below.

Table 2. Respondents' Perceptions

No	Variable	Average	Cut off	Information
1	Diskominfo Performance (Z)	3.58	3.41	High
2	Job Satisfaction (Y)	3.75		High
3	Non-Material Incentive Motivation (X1)	3.51		High
4	Organization Culture (X2)	3.50		High

Source: Processed data (2022)

This data shows respondents' perceptions of each variable. From the table above, it is also known that all variables in this research are already above 3.41. The next step used a one-sample T-test by evaluating the significant value ($\alpha = 5\%$) and a cut-off value of 3.41. The criterion was

if the significant value > 0.05 , the result of H_0 will be accepted. Likewise, if the result shows a significant value > 0.05 then the result of H_0 will be is rejected. The following are the result of the test.

Table 3. One-Sample T-Test

One-Sample Test						
	Test Value = 3.41					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Non-Material incentive Motivation	24.977	101	.000	21.13902	19.4601	22.8179
Organizational Culture	22.233	101	.000	14.09980	12.8417	15.3579
Job Satisfaction	28.266	101	.000	19.11941	17.7776	20.4612
Diskominfo Performance	26.054	101	.000	28.78608	26.5943	30.9778

Source: Processed Data (2022)

From the results of descriptive hypothesis testing as presented in table 2 and table 3, it is known that the value of each variable where the non-material incentive motivation variable gets an average value of $3.51 > 3.41$ and a significance $0.000 < 0.05$, organizational culture variable obtained a mean value of $3.50 > 3.41$ and a significance $0.000 < 0.05$, a job satisfaction variable of $3.75 > 3.41$ and a significance $0.000 < 0.05$ and the performance variable of communication and information technology of $3.58 > 3.41$ and a significance $0.000 < 0.05$. These values prove that the descriptive hypothesis testing (H_1) is accepted. These results indicate that the condition of each variable at the Diskominfo Aceh Selatan is good.

Direct Hypothesis

The result of testing the structural model is shown in Figure 1 below:

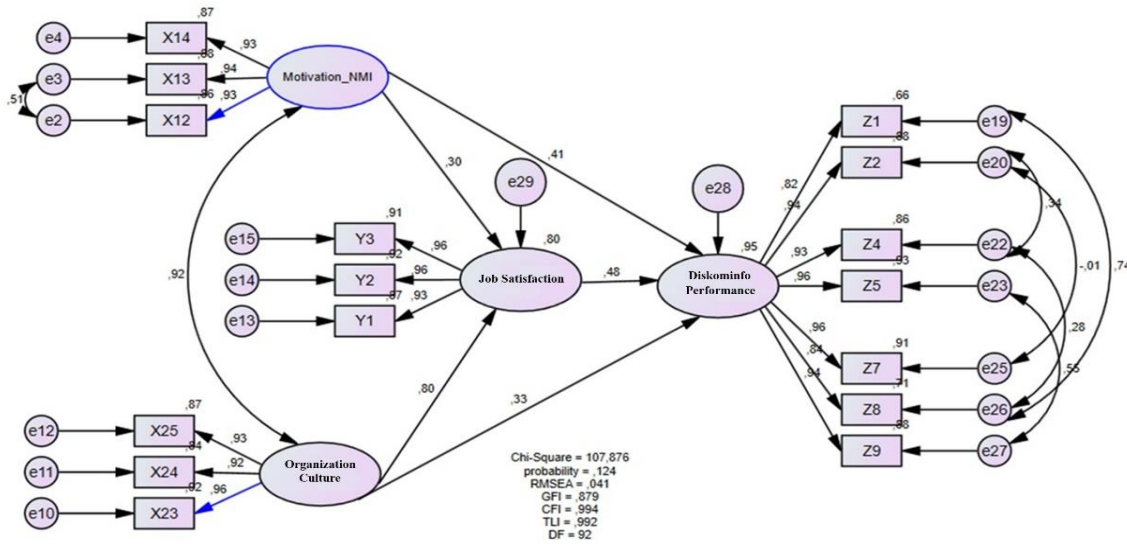


Figure 2. SEM Model

From the SEM model image above, the results of direct hypothesis testing are shown below.

Table 4. Regression Weight

		Estimate		S.E.	C.R.	P
		Standardized	Unstandardized			
Job Satisfaction <---	Motivation_NMI	.296	.278	.044	2.545	***
Job Satisfaction <---	Organization Culture	.804	.597	.033	4.473	***
Diskominfo Performance <---	Motivation_NMI	.406	.312	.086	3.648	***
Diskominfo Performance <---	Organization Culture	.334	.293	.090	2.033	***
Diskominfo Performance <---	Job Satisfaction	.479	.452	.081	5.568	***

Source: Processed Data (2022)

The results of direct hypothesis testing are as described in the following points.

1. Non-Material Incentive Motivation Effect on Job Satisfaction of Diskominfo Aceh Selatan Employees

From the results of testing hypothesis 2, namely the influence of non-material incentive motivation on job satisfaction, it produces a critical ratio (CR) 2.545, which is > the cut-off value 1.96, and the test results also show a probability (P) value of 0.000 < 0.05. Obtaining this value indicates that non-material incentive motivation affects the job satisfaction of Diskominfo Aceh Selatan employees. With this, it explains that hypothesis 2 is accepted. The magnitude of the role

of non-material incentive motivation in influencing the job satisfaction of the employees of Diskominfo Aceh Selatan is 0.296 or 29.6%. The results of this test are in line with the research of (Palendeng & Bernarto, 2021), (Gunawan & Dewi, 2020), (Lantara & Utama, 2014), (Oktavina, Nurdasila, & Kesuma, 2018), and (Natasari & Thoyib, 2012) where their research results also prove the same result.

These results mean that every time there is an increase in non-material incentive motivation at the Diskominfo Aceh Selatan, it will be able to increase employee job satisfaction by 29.6%. In government organizations, efforts to increase employee motivation through non-material incentives are very important to do to stimulate employee morale. Employee work motivation, in general, grows due to the desire that encourages employees that arise from within themselves such as the desire to get awards, rewards, or recognition from leaders who are received by them when they can produce good work performance. according to (Palendeng & Bernarto, 2021) in his research states that motivation through material incentives and non-incentives applied in an organization will have a positive impact and effect on increasing employee job satisfaction. Therefore, every organization needs to apply a form of reward for the emergence of motivation for employees with a high level of discipline. Non-material incentive motivation is stimuli to increase job satisfaction and employee performance. Therefore, the better the level of non-material incentive motivation applied in an organization will be able to increase employee job satisfaction.

Based on the respondents' responses, it reveals that there are still many employees of Diskominfo Aceh Selatan who feel that efforts to increase employee work motivation through non-material incentives are still not being carried out by the leadership ranks at Diskominfo Aceh Selatan so that many employees are still dissatisfied with their work. The leadership needs to be able to foster employee morale by giving awards/medals, as well as awarding certificates of appreciation to outstanding employees so that their work motivation can grow higher so that they will be able to increase their overall job satisfaction. Apart from these awards, leaders also need to give rights to the use of work attributes and facilities to support their performance. Apart from that, it is also important for the leadership to continue to maintain good working relationships and harmony in the work environment between fellow employees and with the leadership so that the smooth implementation of work can be maintained.

2. Organizational Culture Effect on Job Satisfaction of Diskominfo Aceh Selatan Employees

The results of testing hypothesis 3, namely the influence of organizational culture on employee job satisfaction, obtained CR 4.473 > 1.96 and P 0.000 < 0.05. These results conclude that organizational culture affects the job satisfaction of the employees of Diskominfo Aceh Selatan. The magnitude of the role of organizational culture affecting the job satisfaction of the employees of Diskominfo Aceh Selatan is 0.804 or 80.4%. These results reveal that hypothesis 3 is accepted. This result is in line with the research of (Thi, Ngo, Duong, & Pham, 2021), (Suwaji,

2019) and (Janićijević, Nikčević, & Vasić, 2018) where their research also prove the same results with this research.

At Diskominfo Aceh Selatan, organizational culture has a high role in influencing employee job satisfaction, which is 0.804 or 80.4%, which means that every time the implementation of organizational culture is better, it will be able to increase employee job satisfaction by 80.4%. The satisfaction felt by each person is different because job satisfaction is the level of pleasure or happiness obtained as a result of an assessment of the work that has been done. Job satisfaction is very important to be considered by organizations because job satisfaction is one indicator of measuring one's welfare. Culture affects job satisfaction by aligning its values and norms with certain types of employee needs and organizational culture affects job satisfaction based on the content of its values and norms, regardless of employee needs. Culture can affect employee job satisfaction as has been proven in the research of (Thi et al., 2021).

Based on the analysis of respondents' perceptions, it is known that there are still many employees who think that the implementation of culture at the Diskominfo Aceh Selatan is still not good. Therefore, the leadership needs to be able to further improve the organizational culture by making efforts to familiarize the culture of conscientiousness at work, increase teamwork, maintain working relationships and work harmony for the better. With these efforts, it is hoped that the organizational culture in the Diskominfo Aceh Selatan environment will be better so that employee job satisfaction can continue to increase.

3. Non-Material Incentive Motivation Effect on the Performance of Diskominfo Aceh Selatan

The results of testing hypothesis 4, namely the influence of non-material incentive motivation on the performance of Diskominfo Aceh Selatan resulted in $CR\ 3.648 > 1.96$ and $P\ 0.000 < 0.05$. These results indicate that non-material incentive motivation affects the performance of the Diskominfo Aceh Selatan. The non-material incentive motivation has a magnitude of 0.406 or 40.6% on the performance of the Diskominfo Aceh Selatan. The results of this test conclude that hypothesis testing 4 is accepted. This result is in line with the research of (Itam et al., 2021), (Wibowo, Nurdasila, & Putra, 2020) (Deressa & Zeru, 2019), (Suwaji, 2019), (Wiyata, Nuraeni, & Somantri, 2019), and (Henanta, Sunuharyo, & Utami, 2018) where the results of their research also produce the same results as this research.

These results prove that the higher the non-material incentive motivation felt by the employees, the higher the performance of the Diskominfo Aceh Selatan by 40.6%. Therefore, the leadership of the Diskominfo Aceh Selatan needs to continue to work to increase motivation from the non-material incentive sector for its employees. Motivation is the most important tool in maximizing performance in the long term so that organizational goals can be achieved. Non-material incentives are also a part of motivation which becomes a stimulus in growing and increasing one's motivation. The better the implementation of non-material incentives in an organization, of course, it will also have an impact on increasing employee motivation in it so

that employees who have high work motivation will contribute to good performance in their organization.

Based on the respondents' responses, it is known that the efforts to increase non-material incentive motivation that has been running at Diskominfo Aceh Selatan are still inadequate or not optimally implemented so that it has an impact on the performance of Diskominfo as a whole. This is known from the fact that many employees feel that the leadership does not give appreciation either in the form of a charter, praise, or expression of gratitude both verbally and in writing as well as support in the form of work facilities. The leadership needs to implement these things to increase employee work motivation so it will lead to the increasing performance of Diskominfo Aceh Selatan. Apart from that, it is also important for Diskominfo to have employees who have adequate qualifications in the field of CMS and ICT so that the organization's goals in implementing e-government can be carried out as expected. The number of employees who have qualifications in the CMS and ICT fields will certainly be able to increase the work motivation of other employees

4. Organizational Culture Effect on the Performance of Diskominfo Aceh Selatan

The results of testing hypothesis 5, namely the influence of organizational culture on the performance of Diskominfo Aceh Selatan, resulted in CR 2.033 where this value was > 1.96 and $P 0.000 < 0.05$. Obtaining this value indicates that organizational culture affects the performance of the Diskominfo Aceh Selatan. The value of the influence of organizational culture on the performance of Diskominfo Aceh Selatan is 0.334 or 33.4%. The results of this test prove that hypothesis testing 5 is accepted. The results are in line with the research of (Zulfandi, Nasir, & Sakir, 2021), (Saputra, Mukhlis, & Amri, 2021), (Nurdin, Musnadi, & Putra, 2020), (Koto & Wulandari, 2020), (Marzuki, Nasir, & Sofyan, 2020), (Fitri, Musnadi, & Syafruddin, 2020), (Suwaji, 2019), (Arianta, Nasir, & Faisal, 2019), and (Rismayadi & Maemunah, 2016).

These results indicate that the better the implementation of organizational culture, the higher the performance of the Diskominfo Aceh Selatan. Organizational culture is a characteristic that is upheld by the organization and becomes a role model for the organization as a differentiator. Therefore, the organization has an important role in improving the performance of the Diskominfo Aceh Selatan as a whole because organizational culture is certain conditions and situations or ways of working that characterize the organization in carrying out its vision and mission.

Based on the results of respondents' perceptions, it can be seen that there are still several things that need to be improved in the organizational culture of the Diskominfo Aceh Selatan for a better direction utilizing a culture of careful detail in carrying out work, working earnestly so that the targets that have been determined can be achieved by perfect and free from mistakes. Employees get used to working with innovation and the courage to take risks. Apart from that, it is important for the leadership to always upgrade the capabilities of employees so that each employee has qualifications according to the field of work and is professional at work. Improve and maximize teamwork in solving complex tasks.

With these improvements, Diskominfo will be able to achieve improved performance in managing government information technology so that the realization of an Aceh Selatan District government that has good e-government. With the increasing culture of detailed accuracy, it will be able to systematically develop integrated information systems and applications, as well as improve the overall design of information technology governance. By upgrading employee capabilities, Diskominfo Aceh Selatan will have reliable employees and have the ability to manage CMS applications and information technology so that the dissemination of development information can be carried out even better.

5. Job Satisfaction Effect on the Performance of Diskominfo Aceh Selatan Employees

The results of testing hypothesis 6, namely the effect of job satisfaction on the performance of Diskominfo Aceh Selatan, obtained CR $5.568 > 1.96$ and $P 0.000 < 0.05$. These values indicate that employee job satisfaction affects the performance of Diskominfo Aceh Selatan. The magnitude of the role of job satisfaction affecting the performance of Diskominfo Aceh Selatan is 0.479 or 47.9%. These results conclude that hypothesis testing 6 is accepted. This result is the same as the research of (Imran, Ismail, Hussain, & Zeb, 2021), (Suwaji, 2019), (Onyebuchi, Obibhunun, & Omah, 2019), (Miah, 2018), (Pang & Lu, 2018), and (Mir & Raineyee, 2016).

These results indicate that the increasing job satisfaction of employees will be able to improve the performance of Diskominfo Aceh Selatan as a whole. Employees are the most important asset in the organization who are also partners of the organization in carrying out its activities. (Suwaji, 2019) The higher the job satisfaction felt by employees, the higher the overall organizational performance. Many criteria for assessing job satisfaction have been developed. This criterion aims to help leaders in an organization determine the level of employee job satisfaction, and also to initiate strategies to solve or eliminate the problem of low or low employee satisfaction, thereby increasing employee work productivity (Onyebuchi et al., 2019).

Based on the respondents' perceptions, it reveals that there are still many employees who have poor job satisfaction. Therefore, it is important for the leadership ranks at Diskominfo Aceh Selatan to continue to make efforts that can increase employee job satisfaction utilizing attention by the leadership to outstanding employees in the form of rewards, recognition of employee success at work, good harmonious relationships between employees and employees. Fellow employees as well as with the leadership as well as providing opportunities for all employees for career development fairly and without any differences.

Indirect Hypothesis Testing (Mediation)

1. Non-Material Incentive Motivation Effect on the Performance of Diskominfo Aceh Selatan through Job Satisfaction

The mediation test to determine the role of job satisfaction in mediating non-material incentive motivation on the performance of the Diskominfo Aceh Selatan in this research used

the help of a Sobel calculator using an unstandardized estimate value. The results of testing hypothesis 7 are as shown below

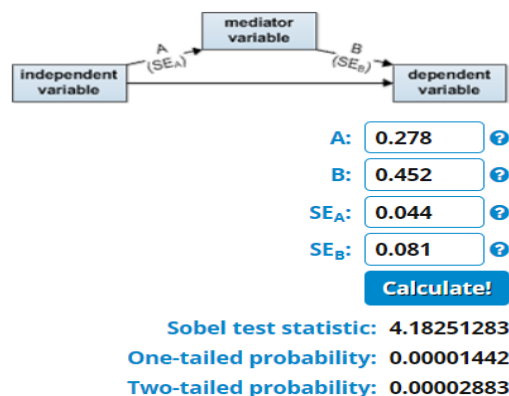


Figure 3. Sobel Test of Hypothesis 7

From the test results, as shown in the figure above, the t-statistical value of 4.182 is $>$ the cut-off value of 1.96 and the acquisition of a probability value (P) of 0.000. The acquisition of the P-value is $<$ the cut-off value of 0.05. These results indicate that job satisfaction bridges the non-material incentive motivation in influencing the performance of the Diskominfo Aceh Selatan. These results also indicate that hypothesis testing 7 is accepted. This result is the same as the research of (Sunardi, Adam, & Putra, 2020) and (Rismayadi & Maemunah, 2016) where they also produce the same results as this research.

Based on the calculation of significance for path C' using the Sobel test, it can be visually depicted charts for all lanes A, B, C, and C' for testing the indirect effect of non-material incentive motivation on the performance of Diskominfo Aceh Selatan through job satisfaction as shown in the following chart.

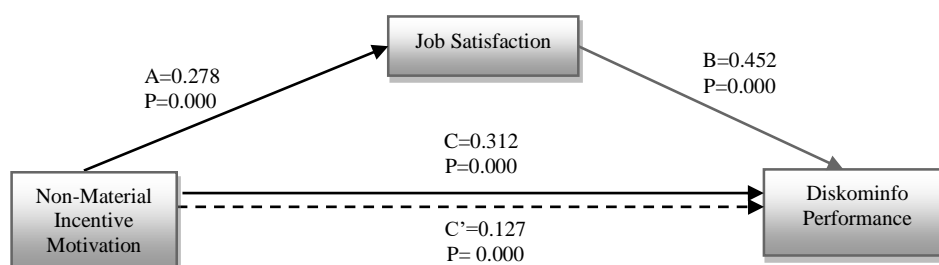


Figure 4. Mediation Effect of Hypothesis 7

Figure 4 above explains that the non-material incentive motivation effect on job satisfaction explains the A path coefficient value is 0.278 and $P=0.000 < 0.05$. The value of the B path coefficient or the job satisfaction effect on the performance of Diskominfo Aceh Selatan is 0.452 and $P=0.000 < 0.05$. The relationship of non-material incentive motivation to the performance of the Diskominfo Aceh Selatan explains that the C path coefficient value is 0.312 and $P=0.000 < 0.05$, and path C' or the relationship of non-material incentive motivation to the

performance of Diskominfo Aceh Selatan through job satisfaction is $(0.278 \times 0.452 = 0.127)$ and $P 0.000 < 0.05$.

From the test results, as shown in Figure 3 and Figure 4, it concludes that employee job satisfaction partially mediates the influence of non-material incentive motivation on the performance of Diskominfo Aceh Selatan. It is called partial mediation because either directly or through job satisfaction, non-material incentive motivation affects the performance of the Diskominfo Aceh Selatan. The magnitude of the role of job satisfaction in mediating non-material incentive motivation on the performance of Diskominfo Aceh Selatan is 0.127 or 12.7%.

2. The Organizational Culture Effect on the Performance of Diskominfo Aceh Selatan through Job Satisfaction

Testing hypothesis 8, namely the organizational culture effect on the performance of Diskominfo Aceh Selatan through employee job satisfaction is shown below.

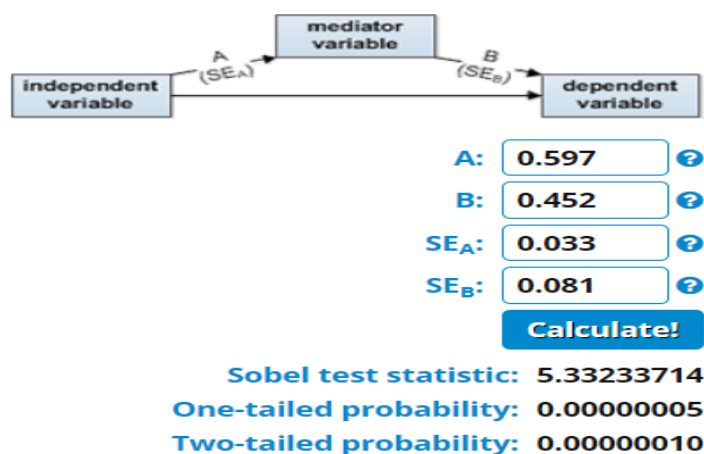


Figure 5. Sobel Test of Hypothesis 8

Figure 5 above shows the results of testing hypothesis 8 obtained a t-statistic $5.332 > 1.96$ and $P 0.000 < 0.05$. These results state that the results of hypothesis testing 8 are accepted or it can be called this result as job satisfaction can bridge organizational culture in influencing the performance of the Diskominfo Aceh Selatan. This result is the same as the research of (Suwaji, 2019), (Rismayadi & Maemunah, 2016).

From the results of the calculation of the significance of path C' using the Sobel test, it can be visually depicted charts for all paths A, B, C, and C' for testing the indirect influence of organizational culture on the performance of Diskominfo Aceh Selatan through job satisfaction as shown in the following chart

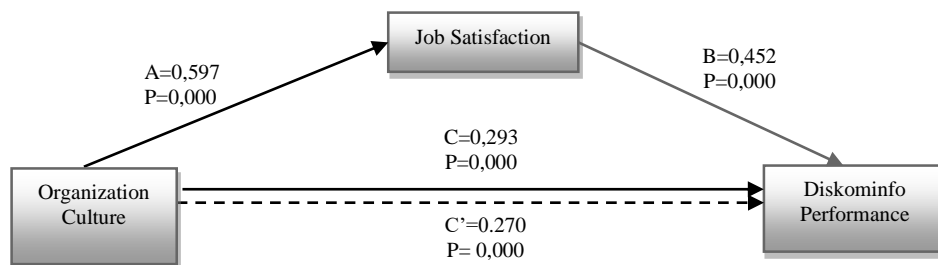


Figure 6. Mediation Effect of Hypotheses 8

Based on Figure 6. Above, explains that the organizational culture variable on job satisfaction explains the A path coefficient value is 0.597 and P 0.000 <0.05. The B path coefficient or the effect of job satisfaction on the performance of Diskominfo Aceh Selatan is 0.452 and P 0.000 <0.05. The relationship of organizational culture to the performance of Diskominfo Aceh Selatan explains that the C path coefficient is 0.293 and P 0.000 <0.05, and path C' or the relationship of organizational culture to the performance of Diskominfo Aceh Selatan through job satisfaction is (0.597 x 0.452 = 0.270) and P 0.000 <0.05.

From the test results, as shown in Figure 5 and Figure 6, it concludes that employee job satisfaction partially mediates the influence of organizational culture on the performance of Diskominfo Aceh Selatan. It is called partial mediation because either directly or through job satisfaction, organizational culture affects the performance of the Diskominfo Aceh Selatan. The magnitude of the role of job satisfaction in mediating organizational culture on the performance of Diskominfo Aceh Selatan is 0.270 or 27.0%.

5. Conclusion

The result concludes that:

1. Descriptive hypothesis testing proves that all the variables used in this research are good. This can be seen from the acquisition of the average value of non-material incentive motivation of 3.51 > 3.41; the average organizational culture is 3.50 > 3.41; the average job satisfaction is 3.75 > 3.41; the average performance of Diskominfo is 3.58 > 3.41; and the significance value of all variables is 0.000 < 0.05
2. The results of direct hypothesis testing prove that non-material incentive motivation and organizational culture significantly affect employee job satisfaction; Non-material incentive motivation, organizational culture, and job satisfaction significantly affect the performance of the Diskominfo Aceh Selatan. It is known that the acquisition of CR values in all hypothesis testing, namely H2, H3, H4, H5, and H6 is > 1.96 and the acquisition of P values is < 0.05.
3. The results of testing the indirect effect hypotheses prove that job satisfaction mediates the influence of non-material incentive motivation and organizational culture on the performance of the Diskominfo Aceh Selatan. This is known from the acquisition of the t-

statistical value for H7 of $4.182 > 1.96$ and the t-statistical value of H8 of $5.332 > 1.96$. In this research, job satisfaction mediates partially for these two effects.

So it has been confirmed that the model for improving the performance of the Diskominfo Aceh Selatan is a function of increasing non-material incentive motivation, strengthening culture, and increasing job satisfaction of its employees. This model can be used as a reference for academics and further researchers, as well as for practitioners, especially the leaders at the Diskominfo Aceh Selatan.

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