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The Effect Of Organizational Culture and Work Life Balance On Employee Performance and Job Satisfaction as a Mediator

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ABSTRACT

The study purpose was to analyze the influence of organizational culture and work-life balance on employee performance with job satisfaction as an intervening variable at the Agam Regency Land Office

Materials and methods. The population in this research consisted of 70 employees, and the sampling technique used was total sampling, making the entire population the sample. Data were collected through questionnaires and analyzed using Structural Equation Modeling (SEM) with SmartPLS 3.

Results. The results showed that organizational culture had a positive and significant effect on job satisfaction, while work-life balance also had a positive and significant effect on job satisfaction. Furthermore, organizational culture was found to have a positive and significant effect on employee performance, whereas work-life balance did not have a significant direct effect on employee performance. Job satisfaction positively and significantly influenced employee performance. In addition, job satisfaction was proven to mediate the effect of organizational culture and work-life balance on employee performance.

Conclusions. organizational culture and work-life balance play an important role in enhancing job satisfaction, which subsequently improves employee performance at the Agam Regency Land Office

Keywords: employee performance, job satisfaction, organizational culture, work life balance

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INTRODUCTION

In today's competitive era, every company must be able to develop and improve the company by holding various ways that are arranged in a program to improve employee performance. Many factors are involved in improving company performance. One of the important factors that must be considered by the company in achieving its goals is the human resource factor (HR). Humans as the driving force of the company are the main factor because the existence of the company depends on the humans involved behind it. To be able to achieve the goals of the company, competent human resources are needed in carrying out their duties.

Management of human resources is important in achieving goals. Generally, company leaders expect good performance from each employee in carrying out the tasks given by a company. The company realizes that human resources are the basic capital in the company's development process, therefore the quality of human resources must always be developed and directed in order to achieve the goals set by a company (Handoko & Irwan, 2019) .

Employee performance is a very important thing in the company's efforts to achieve goals. In daily reality, companies actually only expect the best performance or work results from their employees. However, the best work results will not optimally emerge from employees and benefit the company if the company does not provide the most appropriate equipment, work methods, funds and other work contexts in sufficient quantity and quality. It is very important for companies to listen carefully and objectively if one day they find the reality of the totality of their employees' work performance display is low, it could be due to the heavy workload, not conducive to the work environment, and the occurrence of work experience in employees (Robbins & Coulter, 2018) .

Improving employee performance will bring progress for the organization to survive in a competition. Therefore, efforts to improve employee performance are the most serious management challenge because the success of achieving goals and the survival of the company depends on the human resources in it (Hasibuan, 2018) .

The following is the Performance Achievement of 5 (Five) Activity Targets of the Agam Regency Land Office for the 2024 Period

Table 1. Performance Achievement of the Land Office of Agam Regency for the 2024 Period

No	Activity Objectives / Activity / Service Performance Indicators	Quarterly Target	Realization	% Achievement
1	Activity Target Realization of Good Governance			
	Performance Accountability Score (SAKIP)	80 Index	83,85	105%
	Value of Budget Implementation Performance Indicators (IKPA)	92 Index	95,35	103,64%
	State Civil Apparatus Professionalism Index (IPASN)	65 Index	66	102%
	Percentage of Service Integrity	100%	-	-
	SPIP Self-Assessment Index Structure and Process Indicators	3 Index	3,343	111,43%
	Percentage of Performance Achievement of Supervision Results	100%	100%	100%
	Public Satisfaction Index	95 Indesk	85	89,47%
	Percentage of Public Information Request Services	100%	100%	100%
	Percentage of Services 4 (four) Methods of Public Communication Strategy	100%	77,50%	77,50%
2	Target Activities Realization of Access to Reform and Agrarian Reform			
	Percentage of family heads accessing reform	100%	100%	100%
3	Target of Legal and Productive Land Tenure, Ownership, Use and Utilization Activities			
	Percentage of certainty and protection of land rights	100%	63,82%	63,82%
4	Target Activity Optimization of Land Value Utilization			
	Percentage coverage of land value and land economy information	100%	38,50%	38,50%
5	Target Activities Availability of Thematic Geospatial Infrastructure for Land and Space			
	Percentage of completeness of coverage and information and reliability of cadastral maps	100%	102.57%	102.57%

Based on table 1. it can be seen that in 2024, the Agam Regency Land Office recorded various performance achievements against five main activity targets. In an effort to realize good governance, several indicators showed positive results, such as the Performance Accountability Score (SAKIP) of 83.85 (105%), the Budget Implementation Performance Index (IKPA) of 95.35 (103.64%), and the State Civil Apparatus Professionalism Index (IPASN) which reached 66 (102%). However, the Public Satisfaction Index only reached 85 of the target of 95 (89.47%), and the percentage of public communication strategy services was only 77.50% of the target of 100%. In the target of access to reform and agrarian reform, the achievement of the number of family heads who received access to reform reached 100%. However, in the aspect of legal and productive control, ownership, use, and utilization of land, the percentage of certainty and protection of land rights only reached 63.82% of the target of 100%. Meanwhile, the optimization of land value utilization still needs to be improved because the percentage of land value and land economy information coverage has only reached 38.50%. On the other hand, the target of the availability of thematic geospatial infrastructure for land and space managed to exceed the target, with the level of completeness and reliability of cadastral maps reaching 102.57%. This achievement reflects success in several aspects, but also shows the need for improvement in public services, land legal certainty, and utilization of land value data.

There are many factors that can affect employee performance, one of which is organizational culture. Organizational culture is something that employees believe in and this belief can shape beliefs, values and expectations. A strong organizational culture will support the development of employee performance and motivate employees to achieve common goals. In the end, it will shape employee behavior in a certain direction as desired by the organization. Furthermore, the type of organizational culture created in an organization will determine the impact on employee performance. Companies should create an organizational culture that is in accordance with the company's environment so that employee performance increases so that it benefits the company. Research on the effect of organizational culture on employee performance has been conducted by (Audia & Silvianita, 2022) which found that organizational culture affects performance. In addition, research from (Mardiani & Sepdiana, 2021) and (Fathurahman, 2020) also found that organizational culture affects employee performance.

Apart from organizational culture, work life balance is also able to influence employee performance. Work life balance is a condition where a person can share roles and feel satisfaction in these roles which is shown by low levels of *work family conflict* and high levels of *work family facilitation* or *work family enrichment*. Work life balance is an important factor that needs to be considered in every company when formulating policies. Work life balance is the level of satisfaction that is influenced by the dual role in a worker's life. work life balance occurs when employees can balance personal activities with the work that must be done. When work life balance occurs this can minimize the conflict that occurs, if employees cannot balance the time between personal matters or activities at work, it will cause conflict in their personal life and work life. Research on the effect of work life balance on employee performance has been conducted by (Herlambang, 2019) and (Haeruddin et al., 2022) which found that work life balance affects employee performance. In addition, research from (Anugrah & Priyambodo, 2021) also found that work life balance affects employee performance.

This research is a development of previous research by adding job satisfaction as an intervening variable where job satisfaction will function as a mediating variable in the relationship between organizational culture and work life balance, which will be used to see the direct and indirect relationship between the independent variable and the dependent variable in this study. Satisfaction will affect employee performance if the satisfaction obtained by employees from their work because there is a match between what is expected and what is received is able to encourage employees to achieve optimal performance. Employees who have high job satisfaction in their jobs tend to be more productive, have high involvement and are less likely to resign than employees who feel less satisfaction. There are several indications that indicate low job satisfaction which can be seen from the low enthusiasm in carrying out work, a low level of craftsmanship characterized by attendance that often arrives late, low initiative and work achievement, and lack of cooperation between employees (Sunarta, 2019) . Research on the effect of job satisfaction on employee performance has been conducted by (Sari et al., 2022) and (Alqawiyyu & Putra, 2023) which found that job satisfaction has a significant effect on employee performance. In addition, research from (Pala'langan, 2021) also found that job satisfaction has a significant effect on employee performance. In addition, the facts in the field can be seen that the organizational culture at the Agam Regency Land Office is still low. The work life balance of employees of the Agam Regency Land Office has not been implemented properly, thus affecting employee performance. Employees are still not satisfied with the balance of work life at the Agam Regency Land Office. Lack of monitoring from leaders regarding organizational culture so that employees have not been able to carry out organizational culture to the fullest. In addition, employees are still less motivated at work so that the balance of employee work life is not achieved, and the level of employee job satisfaction is still low. Therefore, it is necessary to have an organizational culture that is able to ensure the balance of employee work life so as to increase job satisfaction and employee performance.

METHOD

This research uses a quantitative approach. The type of research used in this study is a causal relationship or cause-and-effect relationship. Data is obtained from the results of a *survey* where by distributing questionnaires to respondents who are the object of research. Causal research is research that aims to determine the cause-and-effect relationship between the independent variable and the dependent variable (Sugiyono, 2018) . The population in this study were all employees at the Agam Regency Land Office as many as 70 people. In this study using sampling techniques, namely saturated samples. Saturated sample is a sampling technique where the entire population is used as a sample (Sugiyono, 2018). Based on the description above, the researcher made the entire population of 70 people the sample in this study. In this study using the *Structural Equation Modeling* (SEM) analysis tool using the *partial least square* (PLS) program. PLS is a component-based approach to testing structural equation models or commonly called SEM. PLS is based on the idea that has two iterative procedures that use least squares estimation for single and *multi-component* models. By applying the procedures, the algorithm aims to minimize the *variance of* all dependent variables, therefore the cause and direction between all variables need to be clearly defined. PLS is divided into measurement models and structural models.

FINDING AND DISCUSSION

Outer Model or Measurement Model

Outer model testing is carried out based on the results of questionnaire trials that have been carried out for all research variables. An item or statement item is considered valid if it has a correlation value or convergent validity value above 0.7.

a. Outer Model Testing Before Elimination

Figure 1. Outer Model Before Elimination

In research, the limit of convergent validity values is above 0.70. From the results of the first outer loading test, several invalid items were obtained, namely in the organizational culture variable, the invalid item was item BO5. In the work life balance variable, the invalid item is item KSE5. In the job satisfaction variable, all items are declared valid. For employee performance variables, the invalid item is KK4. The invalidity of some of these items is because they have an outer loading value of < 0.7. Therefore, retesting is carried out by eliminating invalid items from each variable.

b. Outer Model Testing After Elimination

Figure 2. Outer Model After Elimination

In testing the Outer Model after elimination in each variable, it can be seen that all items are declared valid because they have an outer loading value> 0.7.

Average Variance Extracted (AVE) Assessment

The following will present the AVE values for all constructs (variables) in Table 1.

Table 1. Average Variance Extracted

	Average Variance Extracted (AVE)	Comparison	Description
Employee Performance	0,696	0,5	Good construct
Organizational Culture	0,729	0,5	Good construct
Work life balance	0,701	0,5	Good construct
Job Satisfaction	0,703	0,5	Good construct

Based on table 1, it can be concluded that all of the above constructs or variables meet the criteria for good validity. This is indicated by the Average Variance Extracted (AVE) value being greater than 0.50 as recommended criteria.

Reliability

Variable reliability is said to be good if it has a Cronbach's Alpha value of more than 0.70 (Ghozali, 2018). In this study, the Cronbach's Alpha test is as follows:

Table 2. Composite Realibility

	Cronbach's Alpha	Composite Reliability	Comparison	Description
Employee Performance	0,945	0,954	0,7	Reliable
Organizational Culture	0,953	0,960	0,7	Reliable
Work life balance	0,893	0,921	0,7	Reliable
Job Satisfaction	0,953	0,959	0,7	Reliable

Based on the table above, it shows that the statements of each variable are all declared reliable, this is because the Cronbach's Alpha value is> 0.70.

Structural Model (Inner Model)

Inspection of the structural model is done by looking at the Rsquare value. Model assessment with PLS starts by looking at the R-square for each dependent latent variable. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether they have a substantive effect. In this study the Structural (Inner) Model is as follows:

Figure 3. Testing the Inner Model (Structural Model)

Next, as previously explained, the inner model assessment is evaluated through the R-Squared value, to assess the effect of certain exogenous latent constructs on endogenous latent constructs whether they have a substantive effect. The following is the R-Square estimate in Table 3:

Table 3. Goodness of Fit Test - Inner Model (Structur Model)

	R Square	Adjusted R Square
Job Satisfaction	0,835	0,830
Employee Performance	0,830	0,822

Table 3 shows the test of the structural model which is carried out by looking at the R-square value which is the goodness-fit model test. The table above illustrates that the job satisfaction variable is influenced by organizational culture and work life balance by 0.835 or 83.5%, while the remaining 16.5% percent is influenced by other variables not explained in this study. Employee performance can be explained by the variables of organizational culture and work life balance and job satisfaction by 0.830 or 83.0% and the remaining 17% is influenced by other variables not in this study.

Hypothesis Test (Resampling Bootstrapping)

Hypothesis testing in this study uses a two-way hypothesis. The next step is to compare the t value with the t table. The hypothesis will be said to be significant if it has a t value greater than the t table (t count> t table) with a significant alpha of 0.05 where it will be known that the statistical value is 1.66.

In this study, the following are the results of hypothesis testing which can be seen from table 4 as follows:

Table 4. Direct Effect (Direct)

	Original Sample (O)	T Statistics (|O/STDEV|)	P_{Values}	Decision
Organizational Culture - Job Satisfaction	0,427	3,928	0,000	Accepted
Work life balance - Job Satisfaction	0,519	4,675	0,000	Accepted
Organizational Culture_ - Employee Performance	0,500	3,396	0,001	Accepted

Work life balance - Employee Performance	0,092	0,664	0,507	Rejected
Job Satisfaction - Employee Performance	0,354	2,691	0,007	Accepted

Based on the results of hypothesis testing contained in table 3, it can be concluded as follows:

1. Organizational culture has a positive and significant effect on job satisfaction, this is because the t (statistic) value (3.928)> t (table) value (1.66) with a P (Value) of 0.000 < 0.05. Then H 1is accepted.
2. Work life balance has a positive and significant effect on job satisfaction, this is because the t (statistic) value (4.675) > t (table) value (1.66) with P (Value) 0.000 < 0.05. Then H 2is accepted.
3. Organizational culture has a positive and significant effect on employee performance, this is because the t (statistic) value (3.396)> t (table) value (1.66) with P (Value) 0.001 <0.05. Then H 3is accepted.
4. Work life balance has no significant effect on employee performance, this is because the t (statistic) value (0.664) < t (table) value (1.66) with P (Value) 0.507 > 0.05. Then H 4is rejected.
5. Job satisfaction has a positive and significant effect on employee performance, this is because the t (statistic) value (2.691) > t tablevalue (1.66) with P (Value) 0.007 < 0.05. Then H 5is accepted.

Table 5. Indirect Effect

	Original Sample (O)	**T Statistics (|O/STDEV|)**	**P Values**	**Decision**
Organizational Culture_- Job Satisfaction - Employee Performance	0,151	2,365	0,018	Accepted
Work life balance - Job Satisfaction - Employee Performance	0,184	2,114	0,035	Accepted

Based on the results of the indirect hypothesis test contained in table 5, it can be concluded the following things

1. Organizational culture has a positive and significant effect on employee performance through job satisfaction, this is because the t (statistic) value (2.365)> t (table) value (1.66) with P (Value) 0.018 <0.05. Then H6is accepted.
2. Work life balance does not have a significant effect on employee performance through job satisfaction, this is because the t (statistic) value (2.114) > t (table) value (1.66) with P (Value) 0.035 < 0.05. Then H7is accepted.

DISCUSSION

The Effect of Organizational Culture on Job Satisfaction

Based on the results of hypothesis testing, it is found that the organizational culture variable has a positive and significant effect on job satisfaction. This result indicates that the higher the employee's perception of organizational culture, the more likely the employee will get job satisfaction at the Agam Regency Land Office. Organizational culture is a system of shared meanings adopted by members that distinguishes the organization from other organizations. Organizational culture (culture developed in an organization) needs to be created and familiarized through learning, directed at achieving organizational goals. The application of organizational culture is certainly not intended to make it difficult for employees, but to make it clear to employees how to achieve company goals. The company certainly requires employees to act according to its organizational culture. In return, the company is also obliged to take care of its employees, meaning giving what is already the right of employees. The results of this study are in line with the results of research found by (Abadiyah, 2021) which found that organizational culture has a significant effect on job satisfaction. In addition, research from (Herawati & Ranteallo, 2020) also found that

organizational culture has a significant effect on job satisfaction. The better the organizational culture, the more employee job satisfaction will increase...

The Effect of Work life balance on Job Satisfaction

Based on the results of hypothesis testing, it is found that the work life balance variable has a positive and significant effect on job satisfaction**.** This result indicates that the higher the employee's perception of work life balance, the more job satisfaction of Agam Regency Land Office employees will increase. Work life balance is a condition where a person can share roles and feel satisfaction in these roles which is shown by the low level of work family conflict and the high level of work family facilitation or work family enrichment. Work life balance is generally seen as the absence of conflict. But when connected and incorporated into the notion of work life balance, balance here comes from effectiveness (functioning well, productive, successful) and appears positive (satisfying, happy) for both work and family. Therefore, everyone must be able to balance between their work and their personal life. The more workers are able to do their jobs well and produce a success for the company, then these workers can feel job satisfaction. The results of this study are in line with the results of research found by (Angelina, 2022) and (Fadilla et al., 2023) which found that work life balance has a significant effect on job satisfaction. Then, research from (Maharani et al., 2023) also found that work life balance has a significant effect on job satisfaction. The more work life balance increases, the more job satisfaction will also increase.

The Effect of Organizational Culture on Employee Performance

Based on the results of hypothesis testing, it is found that the organizational culture variable has a positive and significant effect on employee performance. These results indicate that work organizational culture is an indicator in improving the performance of employees of the Agam Regency Land Office. A strong organizational culture will support the development of employee performance and motivate employees to achieve common goals. In the end, it will shape employee behavior in a certain direction as desired by the organization. Furthermore, the type of organizational culture created in an organization will determine the impact on employee performance. Companies should create an organizational culture that is in accordance with the company's environment so that employee performance increases so that it benefits the company. The results of this study are in line with the results of research obtained by (Alfida & Widodo, 2022) and (Suyudi et al., 2021) which found that organizational culture affects performance. In addition, research from (Fauziah, 2021) also found that organizational culture affects employee performance. A strong organizational culture will create work comfort for employees so as to improve employee performance.

Effect of Work life balance on Employee Performance

Based on the results of hypothesis testing, it is found that the work life balance variable has no significant effect on employee performance. This result indicates that employee perceptions of work life balance have not been able to provide a significant increase in the performance of employees of the Agam Regency Land Office. Although it has no significant effect, work life balance is an important factor that needs to be considered in every company when formulating policies. Work life balance is the level of satisfaction that is influenced by the dual role in a worker's life. work life balance occurs when employees can balance between personal activities and the work that must be done. When work life balance occurs this can minimize the conflict that occurs, if employees cannot balance the time between personal matters or activities at work, it will cause conflict in their personal life and work life. These results are not in line with the results of research found by (Fatma et al., 2020) and (Indriyani et al., 2021) which found that work life balance affects employee performance. In addition, research from (Surajiyo et al., 2021) also found that work life balance affects employee performance. However, this research is in line with the results of research from (Tamsyiatissanusiyah et al., 2022) which found that work life balance has no effect on employee performance.

The Effect of Job Satisfaction on Employee Performance

Based on the results of hypothesis testing, it is found that the job satisfaction variable has a positive and significant effect on employee performance**.** This result indicates that the higher the employee's perception of job satisfaction, the more the performance of the Agam Regency Land Office employees will increase. Satisfaction will affect employee performance if the satisfaction obtained by employees from their work because there is a match between what is expected and what is received is able to encourage employees to achieve optimal performance. Employees who have high job satisfaction in their jobs tend to be more productive, have high involvement and are less likely to resign than employees who feel less satisfaction (Sunarta, 2019) . The results of this study are not in line with the results obtained by (Fatma et al., 2020) , and (Maniku et al., 2019) , which found that work discipline has a significant effect on employee performance. Other research conducted by (Pamungkas & Widowati, 2020) also found that job satisfaction has a significant effect on employee performance. The higher the level of employee satisfaction at work, the more employee performance will increase.

The Effect of Organizational Culture on Employee Performance Through Job Satisfaction

Based on the results of the sixth hypothesis test, it is found that organizational culture has a positive and significant effect on employee performance through job satisfaction. This result indicates that organizational culture through job satisfaction is a factor that can improve employee performance. Organizational culture in the organization is very important to realize the vision and mission of the organization. This organizational culture is a very interesting and important issue of organizational behavior. Organizational culture means that the human resources in it have the same perception of norms and values. From this common perception in unison - employees will devote all their energy to the success of the organization. In addition, a good organizational culture will create job satisfaction in the members of the organization. Every job delegated to employees will be completed properly - this is the result of job satisfaction from the employees. Employees who have satisfaction with the work delegated to them will provide positive behavior so that in the end their performance will be good. The results of this study are in line with the results of research obtained by (Alfida & Widodo, 2022) and (Suyudi et al., 2021) which found that organizational culture affects performance. In addition, research from (Fauziah, 2021) also found that organizational culture affects employee performance. The stronger the organizational culture, the more employee job satisfaction will increase and affect employee performance.

The effect of work life balance on employee performance through job satisfaction

Based on the results of hypothesis testing, it is found that the work life balance variable has a positive and significant effect on employee performance through job satisfaction. These results indicate that work life balance is a determining factor for employees to increase their job satisfaction and performance. Work life balance is an important factor that needs to be considered in every company when formulating policies. Work life balance is the level of satisfaction influenced by the dual roles in a worker's life. Work life balance is a broad concept that involves managing the gap between work (career and ambition) on the one hand and life (happiness, family, leisure and spiritual development) on the other. Similar results were found by (Fatma et al., 2020) and (Indriyani et al., 2021) which found that work life balance affects employee performance. In addition, research from (Surajiyo et al., 2021) also found that work life balance affects employee performance. Employees who have a balanced life between work and personal life will feel satisfied with their work so that their performance will also increase.

CONCLUSIONS

This study aims to see the extent of the influence of organizational culture and work life balance on employee performance with job satisfaction as an intervening variable. Based on the results of research and hypothesis testing that has been carried out, the results of the study can be concluded that organizational culture has a positive and significant effect on job satisfaction at the Agam Regency Land Office. Work life balance has a positive and significant effect on job

satisfaction at the Agam Regency Land Office. Organizational culture has a positive and significant effect on employee performance at the Agam Regency Land Office. Work life balance has no significant effect on employee performance at the Agam Regency Land Office. Job satisfaction has a positive and significant effect on employee performance at the Agam Regency Land Office. Organizational culture has a positive and significant effect on employee performance through job satisfaction as intervening at the Agam Regency Land Office. Work life balance has a positive and significant effect on employee performance through job satisfaction as intervening at the Agam Regency Land Office.

It is hoped that the Agam Regency Land Office will consider organizational culture and work life balance as one of the indicators in increasing job satisfaction, because organizational culture and work life balance have a significant effect on job satisfaction. The better and more adequate the organizational culture and the higher the work life balance, the more job satisfaction and employee performance will increase. The results of this study are expected to add insight, knowledge, and experience as well as a provision in applying the knowledge that has been obtained in college in knowing the extent of the relationship between the theory obtained in lectures and the real conditions that exist in the field. For further researchers, it is expected to develop the results of this study and involve relevant variables related to organizational culture and work life balance on employee performance mediated by job satisfaction. To facilitate research, future researchers can use a *link* questionnaire for a wider range of questionnaire distribution such as using *google form*, in the hope that the research results are more accurate and have far greater benefits.

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