The Influence of Work Motivation, Organizational Culture and Work Discipline on Employee Performance Through Job Satisfaction as Intervening Variables at BPJS Ketenagakerjaan throughout DKI Jakarta Region

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Abstract: Rewards and motivation are one of the most important instruments in employee performance. Other variables are also included in a study to determine the positive or negative effect of a level of employee satisfaction, where these factors affect the performance of employees working in a company. While the factors that affect job satisfaction can come from the individual itself, social factors, the main job faced and also external factors. Another problem faced by companies in general is the difficulty in measuring the factors that affect employee performance. So, through the questionnaire variables in the form of work motivation, organizational culture and work discipline, measurements are carried out by processing data using the SEM (Structural Equation Modeling) method so that the intervention value will be published as a satisfaction level value that affects employee performance level values. The data collection method used in this study was by using a questionnaire method which was distributed to 300 respondents, namely BPJS Employment employees in the entire DKI Jakarta area. With the results of calculating the average descriptive analysis of the 3 dependent variables, namely work motivation variable 4.79, organizational culture variable 4.93 and work discipline variable 4.86. While the results of the analysis of employee performance variables were 4.94 and the results of the analysis of job satisfaction variables were 4.75. So it means that motivation, organizational culture and work discipline have a positive effect on job satisfaction and performance.

Keywords: Employee Satisfaction, Measuring Employee Performance, Structural Equation Modeling.

A. Introduction

Rewards and motivation have been seen as a very important instrument in employee performance. An employee who is valued and well-motivated will feel that they have been appreciated by the company for the work they have done. Where the company is expected to be able to provide rewards and motivation that is commensurate with what has been done by its employees. For this reason, the

dependence between the two parties will still need each other so that the plans to be implemented can run smoothly (Lasarudin et al., 2021). Work discipline is attitude, behavior, and actions that are in accordance with organizational regulations, both written and unwritten (Mairoza & Fitriza, 2021). Work discipline is a very important part/variable in the development of human resources, because of that discipline is needed in an organization so that negligence, irregularities or negligence do not occur and ultimately waste in doing work (Digdowiseiso & Seftia, 2021). Employees are beings who have certain feelings, needs and expectations. This really requires special attention because these factors will affect achievement, increase employee performance and employee love for their work and company.

Table 1. Data on the Work Discipline of BPJS Ketenagakerjaan Employees in the DKI Jakarta Area for 2017-2021

Year	Number of employees	Sickness (days/years)	Leave (days/year)	Other Needs (day / year)	Total working days
2017	630	568	1250	6358	123480
2018	600	725	1365	8546	100231
2019	650	863	1425	5546	132520
2020	620	549	1832	7289	111520
2021	640	795	1952	8872	128645

From these data it can be seen that the number of sick people in a year has decreased, while the description of other needs has increased every year. On the other hand, the number of employee absences and leave information has fluctuated. Employee performance is a very important thing that is done by every agency in order to achieve excellent performance, because optimal employee quality is a reflection of that agency. Therefore the quality of employee work becomes very important for the ongoing activities of the agency and is very influential in the process of achieving organizational goals (Supriyadi et al., 2017). The following is the performance evaluation data for BPJS Ketenagakerjaan employees throughout the DKI Jakarta area, 2017-2021 period.

Table 2. Data on the Performance Evaluation of BPJS Ketenagakerjaan Employees in the DKI Jakarta Region 2018-2021

Number	Year	Target	Realization
1.	2018	100 %	104,01 %
2.	2019	100 %	94,20 %
3.	2020	100 %	94,66 %
4.	2021	100 %	98,70 %

Based on the description on the background of the problems that have been described, therefore this study aims to: (1) identify and analyze the direct effect of work motivation on job satisfaction at BPJS Ketenagakerjaan throughout the DKI Jakarta area. (2) knowing and analyzing the direct influence of organizational culture on job satisfaction at BPJS Ketenagakerjaan throughout the DKI Jakarta area. (3) knowing and analyzing the direct effect of work discipline on job satisfaction at BPJS Ketenagakerjaan throughout the DKI Jakarta area. (4) knowing and analyzing the direct effect of work motivation on employee performance at BPJS Ketenagakerjaan throughout the DKI Jakarta area. (5) knowing and analyzing the direct influence of organizational culture on employee performance at BPJS Ketenagakerjaan throughout the DKI Jakarta area. (6) to find out and analyze the direct effect of work discipline on the performance of BPJS Ketenagakerjaan employees throughout the DKI Jakarta area. (7) To find out and analyze the indirect effect of work motivation on employee performance through job satisfaction at the DKI Jakarta Employment BPJS. (8) To find out and analyze the indirect effect of organizational culture on employee performance through job satisfaction at the DKI Jakarta Employment BPJS. (9) To identify and analyze the indirect effect of work discipline on employee performance through job satisfaction at the DKI Jakarta Employment BPJS. And (10) To find out and analyze the direct effect of job satisfaction on the performance of BPJS Ketenagakerjaan employees throughout the DKI Jakarta area.

B. Literature Review

Management of Human Data Resources

Human Resource Management is one of the key factors to get the best performance, because in addition to dealing with skills and expertise issues, HR management is also obliged to develop conducive employee behavior to be able to contribute to achieving organizational performance. Competitive pressure in the business world requires companies to think about how companies can adapt to a constantly changing environment (Hidayat & Nizar, 2021).

Work motivation

Motivation is something that causes, distributes, and supports human behavior, so that they want to work hard and enthusiastically to achieve optimal results. Motivation is increasingly important because managers distribute work to their subordinates to do well and be integrated towards the goals set (Bey & Dewi, 2018). Every activity carried out by a person is driven by a force from within a person, this driving force is called motivation (Kurniasari, 2018).

Organizational culture

Organizational culture refers to a principle that is held by its members as a differentiator between the organization and other organizations. Such a system is a manifestation of a collection of main traits or characters that are upheld by the

organization. Organizational culture refers to a principle held by its members as a differentiator between that organization and other organizations. Such a system is a manifestation of a collection of main traits or characters that are upheld by the organization.

Work Discipline

Work discipline is an employee's effort to carry out his work activities in earnest. work discipline in this case can be in the form of time, for example coming to work always on time. Then discipline in doing what was ordered to him in accordance with the orders that must be done. Disciplined employees will affect performance (Ferawati, 2017).

Good discipline reflects the amount of responsibility one has according to (Rafiq, 2019) in (Manippi & Saiful, 2022) work discipline is a management action to encourage members of the organization to meet the demands of various provisions. Work discipline is attitude, behavior, and actions that are in accordance with organizational regulations, both written and unwritten (Habe, 2020). Work discipline is a very important part/variable in the development of human resources, because of that discipline is needed in an organization so that negligence, irregularities or negligence do not occur and ultimately waste in doing work (Lusri & Siagian, 2017).

Job satisfaction

Everyone who works expects to get a decision from his workplace. Job satisfaction will affect productivity which is highly expected by leaders, for that leader need to understand what must be done to create job satisfaction for their employees to become actors who support the achievement of goals, have thoughts, feelings, and desires that can influence their attitude towards their work. This attitude will determine work achievement, dedication and love of work. That is charged to him.

According to (Santy May Aida Noor, 2021) said that job satisfaction is a generalization of attitudes towards work, a person's various attitudes towards his work reflect pleasant and unpleasant experiences in his work and his hopes for future experiences. Fun work to do can be said that the job gives satisfaction to the owner. The opposite event of dissatisfaction will be obtained if a job is not pleasant to do.

The relationship between work motivation and job satisfaction.

According to (Bahri & Nisa, 2017) Job satisfaction is a very important factor to get optimal work results. Everyone who works expects to get satisfaction from their place of work, satisfaction will affect the productivity that is expected by managers (Nurwulandari et al., 2022) states that job satisfaction is basically how much positive or negative feelings employees show towards their work. Each individual has a different level of satisfaction according to the value system that applies to (Prabu & Wijayanti, 2016).

Relationship of organizational culture to job satisfaction.

According to (Supriyadi et al., 2017) organizational culture is an indicator that supports the development and job satisfaction of employees. Organizations that are instilled with a learning culture will continue to grow and develop in terms of coordination, teamwork, and superiors must also facilitate learning in the company to have a positive impact on job satisfaction. According to (Hidayat & Nizar, 2021) Satisfaction is created depending on the match between individual characteristics and organizational culture, but employees can adapt to the corporate environment if the organizational characteristics match the employee orientation. Al-Sada also said the same thing that job satisfaction can be influenced by the culture that exists in the organization and described the direct effect of organizational culture on job satisfaction.

Relationship of work discipline to job satisfaction.

Good discipline reflects the magnitude of a person's sense of responsibility towards the tasks assigned to him. This encourages work passion, morale and the realization of company and employee goals. Therefore, a manager is said to be effective in his leadership, if his subordinates are well disciplined. To maintain and improve good discipline is a difficult thing, because many factors influence it. Discipline must be upheld in a company organization. Without the support of good discipline. It is difficult for companies to realize their goals, namely performance achievement.

The relationship between work motivation and employee performance.

Stoner and Gibson's presentation in (Kurniasari, 2018) argues "that motivation is an influential factor in the performance of an employee or workforce". According to (Bey & Dewi, 2018) if we study various kinds of views and opinions about motivation issues, then we can draw conclusions about motivation.

Organizational culture relationship to employee performance.

According to (Rafiq, 2019) explains that organizational culture is the habits or norms that apply and are owned by an organization or company. These habits or norms regulate things that are valid and generally accepted and must be obeyed by all members of a company or organization. Compliance of members of an organization to obey or follow these habits or norms will affect a person's performance or organizational performance.

Relationship of work discipline to employee performance

According to (Manippi & Saiful, 2022) Discipline is a reflection of the magnitude of a person's responsibility in carrying out the tasks assigned to him which encourages one's work enthusiasm. work discipline in employees (employees) is needed because what is the goal of the company (organization) will be difficult to achieve if there is no work discipline. With good work discipline, it will influence and create good

working conditions to improve employee (employee) performance (Handayani et al., 2023).

Effect of job satisfaction on employee performance

(Ferawati, 2017) states that employee performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Therefore, it is concluded that employee performance is work performance or work (output) good quality achieved by HR per unit time period in carrying out their work duties in accordance with the responsibilities given to them. According to (Habe, 2020) said that job satisfaction is a generalization of attitudes toward work, a person's various attitudes towards his work reflect pleasant and unpleasant experiences in his work and his hopes for future experiences (Haq & Bahit, 2021).

The influence of motivation on employee performance through job satisfaction.

Motivation is defined as a mover or encouragement in humans that can cause, direct, and organize behavior (Lusri & Siagian, 2017) state that the elements of work motivation consist of the direction of behavior, level of effort, and level of persistence. The direction of behavior is a person's chosen behavior at work, measured by the desire to complete the job and obedience to the rules. The level of effort regarding how hard a person tries to work according to the behavior that has been chosen, is measured through seriousness in work and the desire to be better than before (Bahit, Intan, et al., 2021). The level of persistence is how hard employees will continue to try to carry out the behavior that has been chosen, measured by the desire to develop skills and advance the company and persistence in working even though the environment is less supportive. The results of this study are consistent with several research results and that there are several variables that can affect employee motivation, including employee performance. The study conducted by (Santy May Aida Noor, 2021) states that work motivation has a positive effect on employee performance. Therefore, it can be ascertained that an increase in work motivation will have a positive impact on increasing the level of employee performance. Work motivation has a positive effect on employee job satisfaction, so it can be ascertained that motivated employees are employees who are satisfied with the work being carried out (Putri et al., 2021).

The influence of Organizational Culture on employee performance through job satisfaction.

(Bahri & Nisa, 2017) that organizational culture stands as the center of all factors originating from human resource management. Organizational culture is believed to influence each individual regarding results such as commitment, motivation, morale and satisfaction (Lasarudin et al., 2021) showed that employee performance in pleasant work results including job satisfaction tends to stay in the organization and work involvement, depending on the match between individual characteristics and

organizational culture. From some of the results of previous studies, it was also suggested that there are several variables that can influence Organizational Culture on Employee Performance, employee performance, job satisfaction. The study conducted by (Lasarudin et al., 2021) found that it significantly proved that there was a positive influence of organizational culture on employee performance and significantly proved that there was a positive influence of organizational culture on job satisfaction. Organizational culture is believed to influence individual characteristics regarding outcomes such as commitment, motivation, morale, and satisfaction (Handayani et al., 2021). Employee performance and work results that wear including job satisfaction tend to stay in the organization because there is a match between individual characteristics and organizational culture (Bahit, Handayani, et al., 2021).

The effect of work discipline on employee performance through job satisfaction.

Discipline is always a positive measure and is usually used as an indication of someone who is successful in achieving his or her goals. Good work discipline will affect the performance of these employees. The link between work discipline and employee performance was stated by (Digdowiseiso & Seftia, 2021) that is, the better the work discipline of an employee, the higher the work results (performance) that will be achieved. From some of the results of previous studies, it was also suggested that there are several variables that can influence Organizational Culture on Employee Performance, employee performance, job satisfaction. The study conducted by (Digdowiseiso & Seftia, 2021) states that the direct effect of work discipline on employee performance is higher than the indirect effect of work discipline on employee performance through job satisfaction (Wulandari et al., 2021).

C. Methods

This study will display research results in the form of an overview of the research object and descriptive data and present computational results (Evaluation results) which include confirmatory factor analysis and full model analysis of Structural Equation Modeling (Full Model of Structural Equation Modeling) which are the steps in testing hypothesis. Respondents in this study were 300 respondents, namely all BPJS Ketenagakerjaan employees throughout the DKI Jakarta area.

The research object is a benchmark that is of concern in a study, while the research object is the target in research, namely to get answers or solutions to problems that occur. According to (Digdowiseiso & Seftia, 2021), what is meant by research objects are scientific goals to obtain data with specific goals and uses about something objective, valid and reliable about a (certain variable). The objects in this study are the Influence of Motivation (X1) Organizational Culture (X2) and Discipline (X3) on Employee Performance (Z) with Job Satisfaction (Y) as Intervening Variables in BPJS Ketenagakerjaan throughout DKI Jakarta Area.

Research Sites

BPJS Ketenagakerjaan Offices throughout DKI Jakarta Region.

Framework

A framework of thought is a rationale that includes a combination of theory, facts, observations, and literature review, which later becomes the basis for writing scientific papers. Because it becomes the basis, this framework is created when presenting the concepts of research. The framework of thinking can also be regarded as a visualization in the form of an interconnected chart. With this chart, it can be said that the framework is a logical flow that runs in a study. However, a scientific framework can also be made in the form of bullet points that correspond to variables. The variables are divided into two, namely the dependent variable and the independent variable.

In this frame of mind, the writer will explain the relationship between variables to explain the position of the variables in this study. In this research, the dependent variable relationship model is Motivation (X1), Organizational Culture (X2), Work Discipline (X3), then Job Satisfaction (Z) as the intervening variable and Employee Performance (Y) as the dependent variable. The framework of thought is a provision that will be accepted if there is a scope of research to solve a problem. This is intended so that in research there are clear boundaries regarding the completion. Based on the supporting theory, the following is the framework for this study.

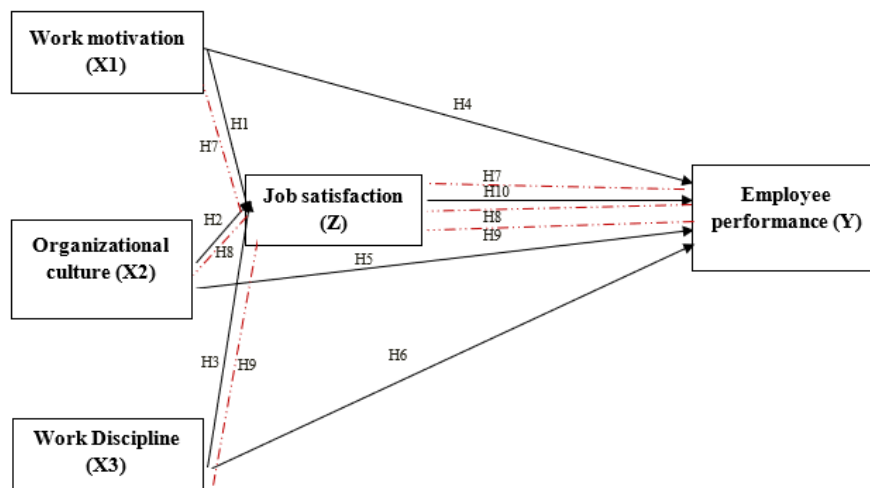**Figure 1. Thinking Framework**

Direct influence   :

Indirect influence   :

Data Analysis Method

The data analysis method in this study uses SEM (Structural Equation Modeling) using the STATA 16.0 for Windows program and will be processed to obtain descriptive information, determine the strength and significance of a relationship

between independent and dependent variables, and investigate the sign, size, and significance of the relationship between the two variables. This. In this study, the data analysis process is described as follows:

Validity Test

Validity test is carried out to ascertain how well an instrument is used to measure the concept that should be measured. According to Sugiyono (2012), to test the validity of the construct is done by correlating the score of the question items with the total score. Decision making is based on an r-count > r-table value of 0.09514, for df=300–2=298; α=0.05 then the item/question is valid and vice versa.

Reliability Test

Reliability is a measure of internal consistency and indicators of a construct that show the degree to which each indicator indicates a construct or a common latent factor. In other words, how specific things help each other in explaining general phenomena.

Normality test

According to Ghozali (2013), the normality test aims to test whether in the regression model, the confounding or residual regression variables have a normal distribution. As it is known that the t test and F test assume that the residual values follow a normal distribution. According to Ghozali (2013), there are two ways to detect whether the residuals are normally distributed or not, namely by graphical analysis and statistical tests. This study uses statistical analysis to avoid misleading graphs. Ghozali (2013), states that the normality test with statistical analysis can be carried out using the skewness and kurtosis tests, taking into account the significance probability value α = 0.05. The test criteria.

Multicollinearity Test

According to Ghozali (2013), the multicollinearity test is used to test whether the independent variables are related to one another. This can be done by looking at the tolerance value of the independent variables and the Variance Inflation Factor (VIF). If the tolerance value of the independent variable is less than 0.10 and the VIF value is more than 10, then the condition reflects the occurrence of multicollinearity, which means it does not pass. Conversely, the instrument is declared to have passed or not affected by multicollinearity if the independent variable tolerance value is> 0.10 and the VIF value is < 10.

Heteroscedasticity Test

According to Ghozali (2013), the heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. Heteroscedasticity test can be done by looking at the results of the Glejser test at the significance level of the regression absolute value of the residual.

If the significance level is above 5% or 0.05, it means there is heteroscedasticity but if it is below and equal to 5% or 0.05, it means there is no symptom of heteroscedasticity.

Autocorrelation Test

According to Ghozali (2013), the autocorrelation test aims to test for a correlation between the confounding errors in period t and the confounding errors in periodt-1 (previously) in the linear regression model. The run test as part of non-parametric statistics can also be used to test whether there is a high correlation between the residuals. If there is no correlation between the residuals, it is said that the residuals are random or random. The condition can be seen from the probability value which is greater than 0.05.

D. Results and Discussion

Descriptive Analysis of Research Data

Based on the analysis of the distribution of the answers to the questionnaires for each of these research variables, they can be presented in the form of a table below:

Table 3. Results of Descriptive Analysis of Work Motivation Variables

Question indicator	Answer Score										total	Average
	5 (SS)		4 (S)		3 (RR)		2 (TS)		1 (STS)			
	F	%	F	%	F	%	F	%	F	%		
MK.1	272	90,7%	17	5,7%	7	2,3%	4	1,3%	0	0,0%	300	4,86
MK.2	266	88,7%	20	6,7%	12	4,0%	2	0,7%	0	0,0%	300	4,83
MK.3	255	85,0%	25	8,3%	14	4,7%	6	2,0%	0	0,0%	300	4,76
MK.4	250	83,3%	26	8,7%	21	7,0%	3	1,0%	0	0,0%	300	4,74
MK.5	254	84,7%	28	9,3%	15	5,0%	3	1,0%	0	0,0%	300	4,78
MK.6	249	83,0%	26	8,7%	19	6,3%	6	2,0%	0	0,0%	300	4,73
MK.7	263	87,7%	17	5,7%	18	6,0%	2	0,7%	0	0,0%	300	4,80
MK.8	259	86,3%	20	6,7%	21	7,0%	0	0,0%	0	0,0%	300	4,79

Results of descriptive analysis of data from work motivation variables (X1)

The results of the descriptive analysis of the answers of all respondents on the indicators of work motivation can be presented in the graph below:
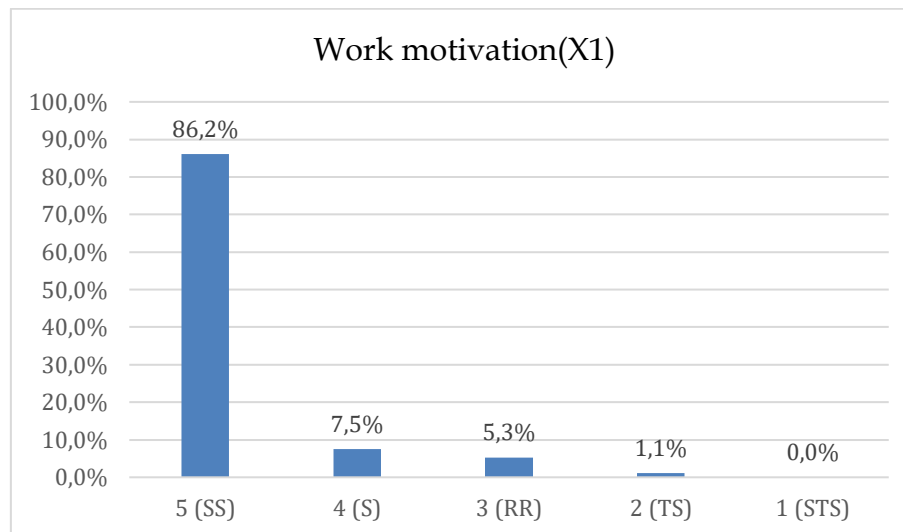
Figure 2. Distribution of Answers to Work Motivation Variables

The data shown by the table and graph above is that most of the respondents answered strongly agree as much as 86.2%. The results of the analysis of the overall average respondent's answers to the Work Motivation variable amounted to 4.79.

Results of descriptive analysis of data from organizational culture variables (X2)

The results of the descriptive analysis of the answers of all respondents to the indicators of organizational culture can be presented in the following table:

Table 4. Results of Descriptive Analysis of Organizational Culture Variables

| Question indicator	5 (SS)		4 (S)		3 (RR)		2 (TS)		1 (STS)		total	Average
	F	%	F	%	F	%	F	%	F	%		
BO.1	274	91,3%	13	4,3%	12	4,0%	1	0,3%	0	0,0%	300	4,87
BO.2	293	97,7%	1	0,3%	4	1,3%	0	0,0%	2	0,7%	300	4,94
BO.3	279	93,0%	10	3,3%	9	3,0%	2	0,7%	0	0,0%	300	4,89
BO.4	283	94,3%	13	4,3%	4	1,3%	0	0,0%	0	0,0%	300	4,93
BO.5	293	97,7%	4	1,3%	3	1,0%	0	0,0%	0	0,0%	300	4,97
BO.6	288	96,0%	8	2,7%	4	1,3%	0	0,0%	0	0,0%	300	4,95
BO.7	278	92,7%	18	6,0%	4	1,3%	0	0,0%	0	0,0%	300	4,91
BO.8	288	96,0%	11	3,7%	1	0,3%	0	0,0%	0	0,0%	300	4,96
BO.9	284	94,7%	12	4,0%	4	1,3%	0	0,0%	0	0,0%	300	4,93
BO.10	288	96,0%	10	3,3%	2	0,7%	0	0,0%	0	0,0%	300	4,95
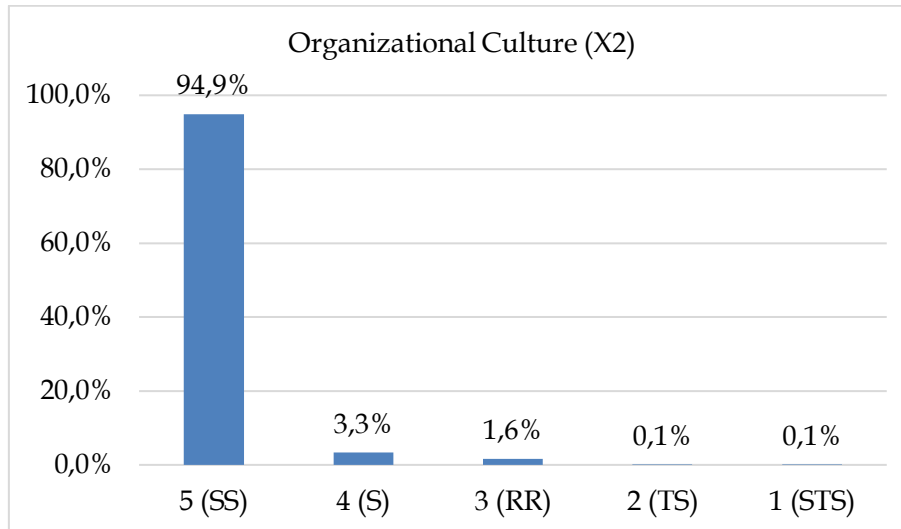
Figure 3. Distribution of Answers to Organizational Culture Variables

The data shown by the table and graph above is that most of the respondents answered strongly agree as much as 94.9%. The results of the overall average analysis of respondents' answers on the Organizational Culture variable amounted to 4.93.

Results of descriptive analysis of data from work discipline variables (X3)

The results of the descriptive analysis of the answers of all respondents on the work discipline indicator can be presented in the following table:

Table 5. Results of Descriptive Analysis of Work Discipline Variables

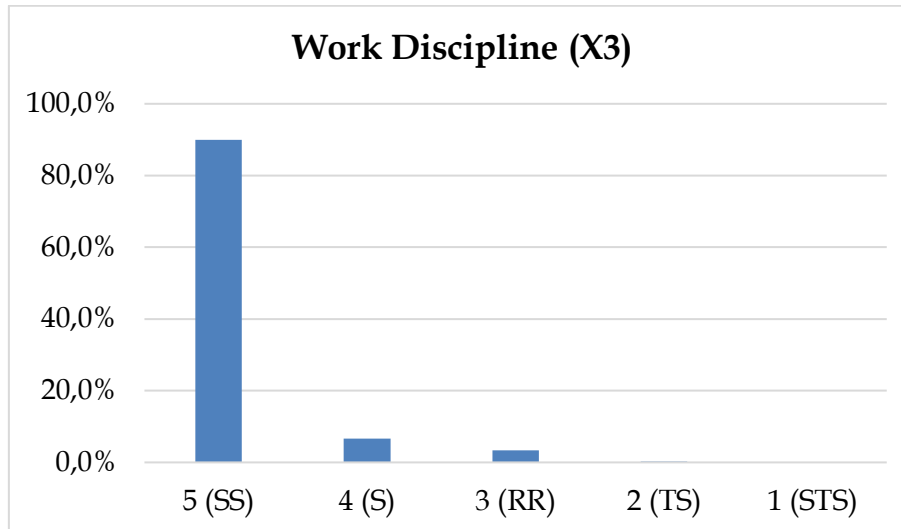| Question indicator	5 (SS)		4 (S)		3 (RR)		2 (TS)		1 (STS)		total	Average
	F	%	F	%	F	%	F	%	F	%		
DK.1	269	89,7%	22	7,3%	9	3,0%	0	0,0%	0	0,0%	300	4,87
DK.2	261	87,0%	26	8,7%	13	4,3%	0	0,0%	0	0,0%	300	4,83
DK.3	268	89,3%	13	4,3%	16	5,3%	3	1,0%	0	0,0%	300	4,82
DK.4	268	89,3%	23	7,7%	9	3,0%	0	0,0%	0	0,0%	300	4,86
DK.5	276	92,0%	16	5,3%	8	2,7%	0	0,0%	0	0,0%	300	4,89
DK.6	276	92,0%	19	6,3%	5	1,7%	0	0,0%	0	0,0%	300	4,90

Figure 4. Distribution of Answers to Work Discipline Variables

The data shown by the table and graph above is that most of the respondents answered strongly agree as much as 89.9%. The results of the overall average analysis of respondents' answers to the Work Discipline variable amounted to 4.86.

Results of Descriptive Analysis of Data from Employee Performance Variables (Y)

The results of the descriptive analysis of the answers of all respondents on employee performance indicators can be presented in the following table:

Table 6. Table of Results of the Descriptive Analysis of Employee Performance Variables

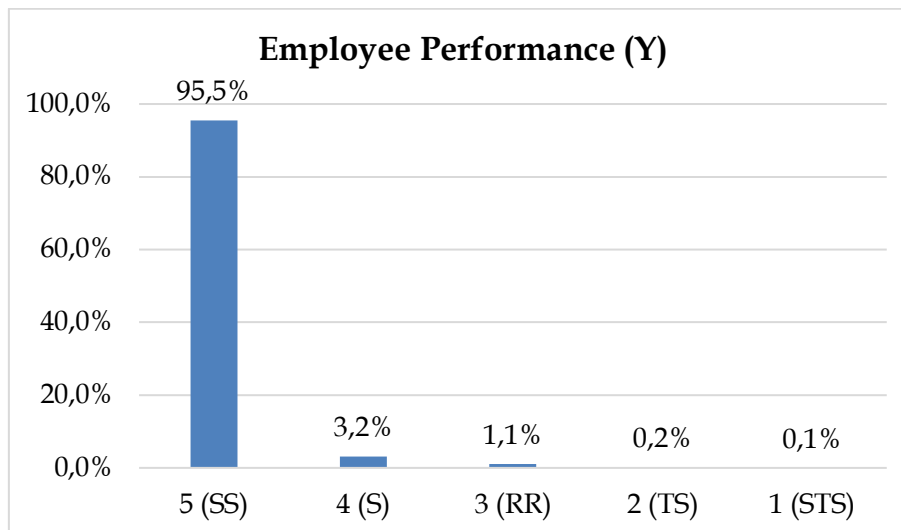| Question indicator	Answer Score										total	Average
	5 (SS)		4 (S)		3 (RR)		2 (TS)		1 (STS)			
	F	%	F	%	F	%	F	%	F	%		
Y1	292	97%	8	3%	0	0%	0	0%	0	0%	300	4,97
Y2	284	95%	12	4%	4	1%	0	0%	0	0%	300	4,93
Y3	284	95%	11	4%	5	2%	0	0%	0	0%	300	4,93
Y4	285	95%	12	4%	3	1%	0	0%	0	0%	300	4,94
Y5	284	95%	9	3%	6	2%	1	0%	0	0%	300	4,92
Y6	292	97%	6	2%	2	1%	0	0%	0	0%	300	4,97
Y7	281	94%	9	3%	7	2%	0	0%	3	1%	300	4,88
Y8	288	96%	10	3%	1	0%	1	0%	0	0%	300	4,95
Y9	285	95%	13	4%	1	0%	1	0%	0	0%	300	4,94
Y10	289	96%	5	2%	4	1%	2	1%	0	0%	300	4,94

Figure 5. Distribution of Answers to Employee Performance Variables

The data shown by the table and graph above is that most of the respondents answered strongly agree as much as 95.5%. The results of the analysis of the overall average respondent's answers to the Employee Performance variable amounted to 4.94.

The results of the descriptive analysis of the data from the variable job satisfaction (Y)

The results of the descriptive analysis of the answers of all respondents on the indicator of job satisfaction can be presented in the following table:

Table 7. Results of Descriptive Analysis of Job Satisfaction Variables

Question indicator	Answer Score										total	Average
	5 (SS)		**4 (S)**		**3 (RR)**		**2 (TS)**		**1 (STS)**			
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**		
Z1	276	92,0%	21	7,0%	0	0,0%	3	1,0%	0	0,0%	300	4,90
Z2	275	91,7%	15	5,0%	2	3,0%	1	0,3%	0	0,0%	300	4,88
Z3	252	84,0%	29	9,7%	3	6,0%	1	0,3%	0	0,0%	300	4,77
Z4	180	60,0%	102	34,0%	4	5,7%	1	0,3%	0	0,0%	300	4,54
Z5	174	58,0%	90	30,0%	22	10,3%	4	1,3%	1	0,3%	300	4,44
Z6	275	91,7%	14	4,7%	0	3,0%	2	0,7%	0	0,0%	300	4,87
Z7	269	89,7%	19	6,3%	0	3,0%	3	1,0%	0	0,0%	300	4,85

Figure 6. Distribution of Answers to Job Satisfaction Variables

The data shown by the table and graph above is that most of the respondents answered strongly agree as much as 81.0%. The results of the overall average analysis of respondents' answers on the Job Satisfaction variable amounted to 4.75.

Validity test

Validity test is carried out to ascertain how well an instrument is used to measure the concept that should be measured. According to Sugiyono (2012), to test the validity of the construct is done by correlating the score of the question items with the total score. Decision making is based on r-count > r-table value of 0.09514, for df=300–2=298; α=0.05 then the item/question is valid and vice versa.

Table 8 Test the validity of the questionnaire question items

Number	Variable	R count	R table	Results
1	MK.1	0.4155	0.09514	Valid (R Count > R Table
2	MK.2	0.4805	0.09514	Valid (R Count > R Table
3	MK.3	0.6964	0.09514	Valid (R Count > R Table
4	MK.4	0.7036	0.09514	Valid (R Count > R Table
5	MK.5	0.6686	0.09514	Valid (R Count > R Table
6	MK.6	0.6179	0.09514	Valid (R Count > R Table
7	MK.7	0.6323	0.09514	Valid (R Count > R Table
8	MK.8	0.4155	0.09514	Valid (R Count > R Table
9	BO.1	0.4252	0.09514	Valid (R Count > R Table
10	BO.2	0.4424	0.09514	Valid (R Count > R Table
11	BO.3	0.4418	0.09514	Valid (R Count > R Table
12	BO.4	0.5172	0.09514	Valid (R Count > R Table
13	BO.5	0.6505	0.09514	Valid (R Count > R Table
14	BO.6	0.5811	0.09514	Valid (R Count > R Table
15	BO.7	0.6233	0.09514	Valid (R Count > R Table
16	BO.8	0.7797	0.09514	Valid (R Count > R Table

17	BO.9	0.7068	0.09514	Valid (R Count > R Table
18	BO.10	0.6118	0.09514	Valid (R Count > R Table
19	DK.1	0.6729	0.09514	Valid (R Count > R Table
20	DK.2	0.6286	0.09514	Valid (R Count > R Table
21	DK.3	0.6733	0.09514	Valid (R Count > R Table
22	DK.4	0.6370	0.09514	Valid (R Count > R Table
23	DK.5	0.7294	0.09514	Valid (R Count > R Table
24	DK.6	0.6175	0.09514	Valid (R Count > R Table
25	Y1	0.2819	0.09514	Valid (R Count > R Table
26	Y2	0.6060	0.09514	Valid (R Count > R Table
27	Y3	0.6160	0.09514	Valid (R Count > R Table
28	Y4	0.4125	0.09514	Valid (R Count > R Table
29	Y5	0.6537	0.09514	Valid (R Count > R Table
30	Y6	0.7287	0.09514	Valid (R Count > R Table
31	Y7	0.6583	0.09514	Valid (R Count > R Table
32	Y8	0.6572	0.09514	Valid (R Count > R Table
33	Y9	0.5396	0.09514	Valid (R Count > R Table
34	Y10	0.2343	0.09514	Valid (R Count > R Table
35	Z1	0.2241	0.09514	Valid (R Count > R Table
36	Z2	0.5283	0.09514	Valid (R Count > R Table
37	Z3	0.6209	0.09514	Valid (R Count > R Table
38	Z4	0.7500	0.09514	Valid (R Count > R Table
39	Z5	0.6437	0.09514	Valid (R Count > R Table
40	Z6	0.7009	0.09514	Valid (R Count > R Table
41	Z7	0.6990	0.09514	Valid (R Count > R Table

A valid question if r-count > 0.09514 r-table. It is known that all r-count values are> 0.09514 r-table. So, it was concluded that all statements on the questionnaire were valid.

Reliability Test

The reliability test must be carried out only on questions that already have or fulfill the validity test, so if it does not meet the validity test requirements, it does not need to be continued for the reliability test. The following are the results of the reliability test on valid question items.

Table 9. Reliability Test

Variable	Cronbach's Alpha	Results
Work Motivation (X1)	0.7148	Reliable
Organizational Culture (X2)	0.7220	Reliable
Work Discipline (X3)	0.7295	Reliable
Employee Performance (Y)	0.7124	Reliable
Job Satisfaction (Z)	0.7049	Reliable

If the Cronbach's Alpha value is greater than 0.7, then the research questionnaire is reliable. It is known that the questionnaire is reliable because all Cronbach's Alpha values are greater than 0.7

E. Conclusion

Based on the results of the research and discussion that has been described, it can be concluded as follows: (1) It can be concluded that work motivation has a direct, positive and significant influence on job satisfaction, meaning that if work motivation at the BPJS Ketenagakerjaan throughout DKI Jakarta is getting better, job satisfaction will increase. (2) It can be concluded that organizational culture has a direct, positive and significant influence on job satisfaction, meaning that if the organizational culture at BPJS Ketenagakerjaan throughout DKI Jakarta is getting better, job satisfaction will increase.(3) It can be concluded that work discipline has a direct, positive and significant influence on job satisfaction, meaning that if the work discipline at the BPJS Ketenagakerjaan throughout DKI Jakarta is getting better, job satisfaction will increase. (4) It can be concluded that work motivation has a positive and significant direct effect on employee performance, meaning that if work motivation at the BPJS Ketenagakerjaan throughout DKI Jakarta is getting better, employee performance will increase. (5) It can be concluded that organizational culture has a direct, positive and significant influence on employee performance, meaning that if the organizational culture at BPJS Ketenagakerjaan throughout DKI Jakarta is getting better, employee performance will increase. (6) It can be concluded that work discipline has a direct, positive and significant influence on employee performance, meaning that if work discipline at the BPJS Ketenagakerjaan throughout DKI Jakarta is getting better, employee performance will increase. (7) It can be concluded that work motivation has a positive and significant indirect effect on employee performance through job satisfaction at BPJS Ketenagakerjaan throughout the DKI Jakarta area, meaning that if work motivation at BPJS Ketenagakerjaan throughout the DKI Jakarta area is getting better, employee performance will increase through mediation. by job satisfaction. (8) It can be concluded that organizational culture has a positive and significant indirect effect on employee performance through job satisfaction at BPJS Ketenagakerjaan throughout the DKI Jakarta area, meaning that if the organizational culture at BPJS Ketenagakerjaan throughout the DKI Jakarta area is getting better, employee performance will increase with mediated by job satisfaction. (9) It can be concluded that work discipline has a positive and significant indirect effect on employee performance through job satisfaction at BPJS Ketenagakerjaan throughout the DKI Jakarta area, meaning that if work discipline at BPJS Employment throughout the DKI Jakarta area is getting better, employee performance will increase through mediation. by job satisfaction and (10) It can be concluded that job satisfaction has a direct, positive and significant influence on employee performance, meaning that if job satisfaction at the BPJS Ketenagakerjaan throughout the DKI Jakarta area is getting better, employee performance is getting higher.

F. Acknowledgement

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