

## **The effect of organizational culture and reward on civil servants performance: The mediating role of work motivation and job satisfaction**

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**ABSTRACT:** This research aims at investigating the effect of organizational culture and reward on civil servants performance mediate motivation and job satisfaction. The design of this research using by survey method with a questionnaire based cross-sectional study. Simple random sampling is used in the determination of the sample with a total of 170 civil servants. Data analysis methods used in testing the hypothesis is Structural Equation Modeling (SEM). Organizational culture and rewards positive and significant effect on work motivation and job satisfaction, work motivation positive and significant effect on job satisfaction, further more organizational culture, reward and work motivation positive and significant effect on civil servants performance. Work motivation and job satisfaction is not as mediating variable to explain the effect of the organizational culture and rewards on the civil servants performance. The practical implications of this research by providing improved understanding of civil servants in improving the individual performance. The limitations of this study on the sample size using only civil servants, thus limiting the ability to generalize the results of the research findings. Originality of research provides basic configuration against the development of modeling by using Structural Equation Modeling and conceptual models that proved the effect of organizational culture and reward on civil servants performance using motivation and job satisfaction as a mediating variables, which in previous studies carried out partially.

**KEYWORDS :** *organizational culture, reward, work motivation, job satisfaction, civil servants performance*

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### **I. INTRODUCTION**

Competition is increasingly competitive and technological change as well as an environment that is very fast on every aspect of human life, resulting in an organization require human resources that has the competence to be able to provide service excellence and value. In other words, the organization is not only capable of delivering customer satisfaction, but also the customer oriented value so that the organization does not merely pursue the achievement of high work productivity, but rather to the performance accomplishments in the process. The performance is a representation of the results of the work of the individual and other resources owned by the Organization together gave final results based on the level of quality and standards have been set, so that it becomes the main reason why organizations need human resources who have expertise and a unique ability in accordance with the Organization's vision and mission [1].

Performance improvement officers of government agencies can be reached in several ways, for example through the granting of a decent compensation, gift of motivation, creating a conducive of work environment, as well as education and training. Employees are expected to maximize their responsibilities once provided with education and training related to the implementation of their work. The performance of the apparatus of Government is basically also affected by certain conditions, i.e. conditions that comes from within the individual referred to as an individual and condition factors from outside individuals referred to by the circumstantial factors. Individual factors include gender, health, experience and psychological characteristics consisting of motivation, goal orientation, personality and locus of control. For the circumstantial factors include leadership, job performance, social relationships and organizational culture [2].

Organizational culture is the social adhesive for the members of the Organization in carrying out all its activities. Culture is the interaction of the various features of the habits that affect groups of people in their surroundings. Generally, organizations that have a strong culture will have performance agreements is high among its members, for it is the existence of the work culture is very influential to the Organization in achieving the objectives that have been set [3].

The civil servants performance of the North Luwu Government have yet to comply with the expectations of society when compared to the performance of the apparatus at the Regency in South Sulawesi provincial government environment, the condition can be proven on the basis of the value of the human development index North Luwu Government period in 2008-2013 is at position 19 of 24 existing district/city in South Sulawesi province, can also be proven based on indicators of economic growth , the value of the gross

domestic product (GDP), that in 2008 the value of GDP of North Luwu Regency 9.65%, then in 2009 a pretty drastic decline, i.e. of 6.68% and continues to decline in 2010 amounted to 5.93%, although in the years 2011 and 2012 have elevated each of 7.29 % and 8.03% [4].

Factors that cause the low performance of the apparatus, basically due to the used intervention, the size of the illogical policy against a work that is technical so contrary to what should be done so that the apparatus resulted in decline morale civil servants. Other factors due to the electoral system of the head region (the local elections) directly, which involves civil servant is actively involved in supporting one of the candidates head area so that the appointment of officials from various echelons oriented emotional closeness, not on the system of career and work achievement. The condition causes the majority of employees are pessimistic towards the development of the career employees who would later have an impact on the low performance of the individual caused by the low motivation and civil servants satisfaction.

Some literature tells us that individual performance improvements can be done through the creation of organizational culture, and organizational culture of empowerment is done via, that the culture is negative can be turned into a positive culture so that the individual has a high work motivation and ultimately improving job satisfaction and employee performance [5, 6]. Empirical evidence suggests that there is a positive and significant influence between the organizational culture with job satisfaction and employee performance [7]. Other studies provide evidence that there is a positive significant influence between the motivation of working towards job satisfaction, which the better the working motivation in terms of functional, incentive award given, the facilities and equipment of work or career opportunities, increasing job satisfaction.

The work motivation has a positive effect and significantly on the employees performances, meaning that the higher of the work motivation demonstrated through the granting of rewards, incentives, work equipment or career opportunities give effect to high performance employees. Furthermore the high job satisfaction results in increased of the employees performance, that the higher job satisfaction and serenity in the running task and responsibility, a good social interaction among fellow officers as well as with the superior physical condition, supportive environment as well as with the assurance and welfare given to employees be the cause of the high performance employees [8].

Other empirical facts indicate that the intrinsic rewards (working conditions, recognition and authority) a positive and significant effect on employee's performance. Intrinsic and extrinsic rewards (promotions, salary, and bonus) also have a significant positive impact on employee motivation [9]. The intrinsic rewards of has a positive and significant on employee's performance [10]. The inconsistency of the findings shown in the results of a study that provides evidence that extrinsic rewards (salary) are not significantly to employee motivation, intrinsic rewards (appreciation) is not significantly to employee motivation, and employee motivation not significantly on job satisfaction [11]. Research this gap became one of the reasons used in analyzing causality variables constructed in this study.

## **II. LITERATURE REVIEW**

### **2.1. Organizational culture**

Organizational culture is a system of shared meaning shared by the members of the Organization, the organization that distinguishes with other organizations. This system of shared meaning, when you take in more carefully is a set of key characteristics that high esteem by the Organization [12]. Organizational culture can be affected by several factors, namely among others; (a) the General influence of a broad outer covers factors that cannot be controlled or only slightly controlled by the Organization, (b) the influence of the values that exist in the community, the beliefs and values of the dominant values of society at large such as politeness and cleanliness, and (c) the specific factors of the Organization, always interacting with their environment, in tackling the problem of either internal or external organisations will get a successful completion. The success of these issues address the different forms the basis for the growth of the culture of the Organization [13]. Based on its functions, organizational culture has a function; (a) acts as a determinant as boundaries. This means that the culture created the difference between one organization with other organizations, (b) contains the sense of identity of the members of the Organization, (c) facilitating the birth of a commitment to something bigger than the individual interests, (d) increases the stability of the social system. Culture is the social adhesive that helps unify the organization by providing a standard of what is said and done we encourage employees, and (e) of the act as meaning makers and control mechanisms that guide and shape the attitudes and employees behaviours [12].

A strong organizational culture delivering the real influence to increased employee motivation of working toward a higher, that a strong organizational culture will further affect the employees of culture is weak. If culture is strong and encouraging high ethical standards, then it can certainly have a strong and positive effect toward individual behavior [12]. Studies conducted in Bangladesh in Grameenphone company proves that

regulation is seen as an integral part of the culture, that employees are satisfied with the regulations in force so that it creates the work motivation and high performance [14].

## **2.2. Rewards and work motivation**

Rewards or compensation is all payments in the form of money or goods used to give rewards to employees [15]. The implementation work done employees provide the consequences in the form of the payment of the salaries of the employees, in addition to improving the employee's performance, managers provide incentives to bring up the work achievement exceeds the performance standards expected. The granting of salary and incentives undertaken management is an attempt to reward employee performance [16].

Reward or compensation based on financial compensation is grouped by shape and non-financial. Awards or financial compensation can be done directly and indirectly. Award or compensation directly consists of payments to employees in the form of wages, salaries, bonuses or commissions, while the reward or compensation or benefit indirectly, comprises all payments that are not covered in the direct compensation that includes entertainment, insurance, services such as child care and so on. Non financial rewards, such as praise, respect yourself, and recognition that can affect productivity, employee motivation, and job satisfaction [17]. The purpose of the rewards is to attract individuals who have the competency to join in the Organization and improve employees discipline and to motivate employees to work more actively so that employees could bring a high performance [18].

Motivation is a process which determines the direction, intensity, and persistence of individuals in an attempt to reach the target [2], the definition of motivation is the power that emerges from the inside or from the outside of one's self and uplifting as well as persistence to achieve something desirable. The motivation of workers will affect its productivity, and as part of that person's duty is to transmit the motivation toward achievement of the objectives of the organization. The role of motivation is very important, because motivation can cause someone to act with good behavior within an organization. Some empirical facts to conclude that high workers motivation is directly proportional to the display of the Organization and the profits it generates. The leader is seen has a responsibility to find the right combination between motivational techniques as well as the types of awards that can satisfy needs and can continue to drive performance followers towards the high [15].

The goal of the recognition system in General is to attract, retain and motivate qualified employees. The compensation structure of the Organization must be fair and consistent to ensure equality of treatment. Compensation should also be fair is a tribute to the contribution of individuals to the Organization [19]. Intrinsic and extrinsic rewards can be used to motivate individuals in producing high-performance [16]. Some organizations only focus more on extrinsic rewards only and ignore the intrinsic rewards. The recognition of intrinsic rewards lead to high motivation of the individual. Studies conducted in Pakistan found that intrinsic or extrinsic rewards had a significant positive relationship towards the employee motivation [9]. Other studies found that there is a significant relationship between high reward and high job satisfaction [20].

## **2.3. Job satisfaction and civil servants performance**

Job satisfaction is basically something that is individual. Each individual has different levels of satisfaction in accordance with the applicable value rates on him. The higher that the perceived activity assessment of and in accordance with the wishes of individuals, then the higher of the complacency toward such activities [17]. Job satisfaction is the public attitude towards work is the person, which shows the difference between the number of awards received and amounts that should have received the worker [12]. Job satisfaction reflects the extent to which a person liked her work. Be defined formally, job satisfaction is an affective or emotional responses on various facets of a person's job. This definition is indirectly stating that job satisfaction is not a concept of unity. However, a person can feel quite satisfied with one aspect of his work and feel less satisfied with one or more other aspects [21].

Performance is defined as records concerning outcomes resulting from a particular activity, for a specific time of period [22]. The other view is explained as the result of performance of work accomplished by a person or a group of people within an organization either quantitatively or qualitatively, in accordance with the authority and responsibilities of each, in an effort to achieve the objectives of the Organization in question legally, does not violate the law and in accordance with the moral or ethical [23]. Previous research results provide evidence that the organizational culture in a positive and significant effect on the job satisfaction [24]. Other shows that causality compensated financially and non-financially positive and significant effect on employees' performance [10.25].

### **III. RESEARCH METHOD AND VARIABLES RESULT**

This research using survey method with a quantitative approach and supported with interviews in order to obtain qualitative information to clarify the findings results in statistics. The population in this research is a

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whole civil servant of local government North Luwu Regency which totalled 1701 people. The determination of sample 17 refers to the measurement indicator [26], so that they obtained quantities of the sample of 170 civil servants.

Table I. Descriptive statistics for the research instrument

Measurement	$\lambda$	Organizational culture			Rewards		Work Motivation			Job Satisfaction			Civil Servants Performance					
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Autonomy	0,66	3,67																
Work relationship	0,71		3,59															
Committed	0,71			3,71														
Financial	0,67				3,98													
Promotion	0,74					3,99												
Appreciation	0,75						3,95											
Meaningful work	0,75							4,07										
Responsibility	0,83								3,99									
Knowledge of Results	0,82									4,02								
Fulfilment	0,86										3,97							
Expectancy	0,91											3,87						
Fairness	0,89												3,94					
Effective	0,86													3,69				
Efficient	0,88														3,74			
Quality	0,88															3,75		
Timeliness	0,80																3,85	
Work Productivity	0,81																	3,46

\*)  $\lambda \geq 0,60$  [27].

### 3.1. Organizational culture effect on work motivation

The effect of organizational culture on work motivation can be evidenced by the component values of the regression weight estimate of 0.479 with the positive direction. Influence coefficient marked positive, have a strong sense of organizational cultural tend to increase the work motivation. In addition it can be evidenced by the value of the critical ratio = 6,737 > 2,00 and probability values of 0,000 <  $\alpha = 0,05$ . The test results proved that the organizational culture positive and significant effect on the work motivation. The statement meant that strong organizational culture delivering the real effect to increased work motivation to the high-way. The value of the component regression weight estimate with the positive direction is caused because the civil servants are highly expecting to be given autonomy in working on and completing all the work that became his responsibilities without the excessive intervention of the supervisor, the condition causing the employees feel empowered with the maximum. These findings support the statement, which by increasing the powers of the civil servants can heighten the motivation to achieve goals because civil servants can be more effective, working on a creative task [15]. Such is the case with the creation of a harmonious working relationship between superiors and subordinates can be done if your boss always treats civil servants with respect and always shows empathy and sincere attitude. The same thing in an effort to encourage subordinates to have a commitment by way of appreciating the results of work that become its responsibility, although still in need of refinement, will

certainly heartening officials [16]. A strong organizational culture delivering can be the real effect on work motivation. The results of this study support the view that says that a strong organizational culture will further affect the employees of culture is weak. If your organization has a strong culture, it will encourage the creation of high ethical standards, and certainly has a strong and positive effect on the employees' behavior [12]. The findings of this research support findings of previous researchers that the organizational culture (external adaptation) effect significantly to the ability to maintain a high motivation [28].

### **3.2. Rewards effect on work motivation**

Intrinsic and extrinsic rewards can be used to motivate employees to produce high performance, so it is necessary the presence of certain conditions to ensure that an award can individuals motivate. The reward is expected to increase the civil servants motivation because civil servants feel appreciated so as to improve their performance. The rewards will increase employee job satisfaction, that the main purpose for which the award is to draw people who are qualified to join the Organization, maintain perseverance and motivating to achieve high performance [18]. The effect of rewards on work motivation can be evidenced by the component values of the regression weight estimate of 0.571 with positive direction. The effect of coefficient marked positive, have a sense of appreciation of good and appropriate tend to increase the work motivation. In addition it can be evidenced by the value of the critical ratio =  $8.694 > 2.00$  and probability values of  $0,000 < \alpha = 0,05$ . The test results prove positive and significant effect rewards on the work motivation. The statement meant that a good and appropriate reward gives a real effect to increased civil servants motivation to the high-way.

The value of the component regression weight estimate with the positive direction is caused because the civil servants looked at the financial rewards in the form of alimony is the proper reward performance in encouraging them to work to its full potential. This can motivate financial rewards if done properly with distinguishing high-performing with low-performing civil servants. The results of this study support the statement, which his system in most organizations is to attract, retain, and motivate qualified employees. The compensation structure of the Organization must be fair and consistent to ensure equality of treatment and adherence to the law. As well as promotions given to officers who have high performance and discipline that is the expectation of always eagerly anticipated by the officers as a differentiator between employees who are diligent and lazy [19]. Then the findings of this study support the performance assessment regulations that aim to guarantee the objectivity of the construction employees who do the work and achievements of the system based on the system of career emphasis is focused on the work achievement in encouraging productive behavior [29]. The rewards have a significant effect on increased work motivation.

The results of this study are in support with the statement, that the reward is expected to increase the work motivation because it feels that his work is appreciated so that improves the individual performance [18]. Intrinsic and extrinsic rewards can be used to motivate performance. It is necessary for the existence of certain conditions in the award can really motivate. The motivation must be judged by the people and there must be something to do with a certain level of performance. The findings of this research supports findings of previous researchers that extrinsic rewards and intrinsic a significant positive effect on civil servants motivation [9.30]. The rebuttal evidence that extrinsic rewards (salary) and the reward of (appreciation) has a significant effect on civil servants motivation [11].

### **3.3. Organizational culture effect on job satisfaction**

The results of this study confirm that a strong organizational culture can be realized with all the cultural values that exist in the Organization and can be accepted by all members of the Organization, officials assumed that if they were motivated to commit to what became his responsibility in a way always appreciative of any results of work done, then they can work much more optimally. The effect of organizational culture on job satisfaction can be evidenced by the component values of the regression weight estimate of 0.276 with the positive direction. Coefficient effect marked positive, have a strong sense of organizational culture tend to increase job satisfaction. In addition it can be evidenced by the value of the critical ratio =  $6.776 > 2.00$  and probability values of  $0,000 < \alpha = 0,05$ . The test results proved that the organizational culture positive and significant effect on job satisfaction. The statement meant that strong organizational culture delivering the real influence to increased job satisfaction.

The value of the component regression weight estimate with the positive direction, because the employees very expect if given great autonomy in order to work on and complete all the work that became his responsibility in the absence of excessive intervention of the supervisor who entered on the substance of the work of the authority being the basic tasks and functions so that the cause of the existence of a fundamental difference from what it should have done. A strong organizational culture delivering the real effect on job satisfaction, these findings support the statement, which stated that the linkages between organizational culture and job satisfaction can be explained through a strong culture will produce job satisfaction is high. Conversely a

weak culture produces a low job satisfaction [2]. Then the findings of this study support the findings of earlier researchers, that the organizational culture of the positively and significantly on job satisfaction [24, 31]. Then consistent with findings that show that employees who work with a strong culture, tend to be more capable of expressing the commitment of the Organization to a greater and higher job satisfaction for it within an organization needed a strong cultural understanding in any development of performance [32].

### **3.4. Rewards effect on job satisfaction**

The results of this study confirm that a good and appropriate reward which indicated the staff at this time is they feel satisfaction if you're superior always viewed civil servants who had good performance and high discipline in terms of presence is the main requirement for given either promotions group as well as the increase in the post. Thus through the giving of the reward in the form of promotions against a decent officer, viewed can improve job satisfaction and will improve the civil servants performance. The effect of rewards on job satisfaction can be evidenced by the component values of the regression weight estimate of 0.478 with the positive direction. The effects of coefficient marked positive, have a sense of good rewards and appropriate tend to increase job satisfaction. In addition it can be evidenced by the value of the critical ratio =  $6.309 > 2.00$  and probability values of  $0,000 < \alpha = 0, 05$ . The test results prove positive and significant effect of rewards on job satisfaction. The statement meant that a good and appropriate reward gives a real effect to increased job satisfaction to the high-way.

The value of the component regression weight estimate with the positive direction, caused the staff viewed the financial rewards in the form of alimony is the proper reward performance in encouraging staff to be able to work to its full potential. Financial rewards if done properly with distinguishing high-performing with poorly performing or not disciplined in terms of a presence coupled with a grant of punishment, so the visible distinction that will encourage the incidence of job satisfaction. Equity theory tells us that the existence of differences between the amount received with the amount that are perceived by individuals are the main cause of occurrence of dissatisfaction, the case with promotions to employees who have high performance and high discipline is always eagerly anticipated by the expectations of the employees as a differentiator between employees who are diligent and lazy [1]. A good and appropriate reward gives a real influence to increased job satisfaction towards a higher high. The results of this study supports the expectancy theory, that personal goal-reward relationship which means rewards to an individual organization results in the individual's satisfaction [17]. Later research findings support the findings of previous researchers that there is a significant relationship between higher rewards and higher job satisfaction [20].

### **3.5. Work Motivation effect on job satisfaction**

The results of this study confirm that high work motivation shown civil servants at this time is the motivation of employees in work because they appreciated by his superiors and the work they do helps organizations in achieving the target of the work, so that they have the feeling of being mean to the organization where he worked. With the feelings of employees at towards the Organization, viewed may increase the work motivation towards higher and cause job satisfaction, which in turn improves the civil servants performance. The effect of work motivation on job satisfaction can be evidenced by the component values of the regression weight estimate of 0.206 with positive direction. The coefficient effect of marked positive, meaning a high work motivation tended to increase job satisfaction. In addition it can be evidenced by the value of the critical ratio =  $2.00 > 2.687$  and probability values of  $0,007 < \alpha = 0, 05$ . The test results show that the positive and significantly affect of work motivation and job satisfaction. The statement can be meant that a high work motivation give real effect to increased civil servants satisfaction to the high-way.

The value of the component regression weight estimate with the positive direction, because the civil servants was satisfied if the work they produce is valued by the employer and the job he is doing can assist organizations in achieving the target of the work, so they have positive feelings toward the organization they work for. High work motivation gives real effect to increased job satisfaction toward higher. The results of this study support the statement that the Chairman can increase the motivation of employees through a variety of ways to increase satisfaction [21]. The results of this study are in support with previous research which found that there was a significant positive relationship between motivations with job satisfaction. Because of the satisfaction with the supervision also has a significant correlation with the motivation [10.5]. The effect of employee motivation has a significant on job satisfaction [11].

### **3.6. Organizational culture effect on civil servants performance**

A strong organizational culture will further affect the employees of a weak culture. Therefore a strong culture will bear a high job satisfaction and high performance [12]. The results of this study confirm that a strong organizational culture can be realized with all the cultural values that are in the organization that can be

accepted by all members of the Organization as a response of the civil servants at this time, when employees are encouraged to have a commitment to what became his responsibility in a way always appreciate any results of work done, so encourage them to work more optimally again which in turn will improve the civil servants performance. The effect of organizational culture on civil servants performance can be evidenced by the component values of the regression weight estimate of 0.283 with the positive direction. The coefficient effects of marked positive have a strong sense of organizational culture tend to improve the civil servants performance. In addition it can be evidenced by the value of the critical ratio =  $3.945 > 2.00$  and probability values of  $0,000 < \alpha = 0, 05$ . The test results proved that the organizational culture positive and significant effect on civil servants performance. The statement can be explained that a strong organizational culture delivering the real influence to increased civil servants performance to the high-way.

The value of the component regression weight estimate with the positive direction due to civil servants very large autonomy expects in order to work on and complete all the work that became his responsibilities without the excessive intervention of the supervisor and is the authority on the job become basic tasks and functions so that the cause of the existence of a fundamental difference from what they should have done. Organizational culture a strong effect on civil servants performance, this is in support with a statement to the effect that a strong organizational culture will improve the economic performance of the Organization in three things of them that a strong organizational culture will be a positive effect on performance, as it can provide tremendous motivation on employees [33]. Then the findings of this study support the findings of earlier researchers, organizational culture that positively and significantly effect on the employee performance [14].

### **3.7. Rewards effect on civil servants performance**

The results of this study confirmed that the award is good and fit civil servants demonstrated at this point is the awarding of the rewards to civil servants who have good performance and high discipline in the presence of which is the main requirement for a promotional position, given that the reward in the form of promotions against a decent civil servants are seen can provide the motivation to improve the civil servants performance. The effect of rewards on the civil servants performance can be evidenced by the component values of the regression weight estimate of 0.416 with positive direction. The coefficient effect marked positive, meaning that a good and appropriate rewards tend to improve the civil servants performance. In addition it can be evidenced by the value of the critical ratio =  $2.428 > 2.00$  and probability values of  $0,015 < \alpha = 0, 05$ . The test results prove positive and significant effect of reward on the civil servants performance.

The statement meant that a good and appropriate reward gives a real effect to increased civil servants performance. The financial rewards can be effective if done well with distinguishing high-performing with poorly performing. If the awarding of reward based on the results of the objective, namely payment based on achievement through performance appraisal, it is able to motivate, if designed correctly, the individual perceives a strong link between their performance with the rewards they received [12]. This research supports findings of earlier researchers, that there was a significant positive relationship between intrinsic rewards with the public servants performance [25, 11].

### **3.8. Work motivation effect on civil servants performance**

The results of this study confirm that high work motivation shown civil servants at this time is that they are highly motivated for their work appreciated superiors. The effect of work motivation on civil servants performance can be evidenced by the component values of the regression weight estimate of 0.165 with positive direction. The coefficient effect marked positive, meaning a high work motivation tended to improve the civil servants performance. In addition it can be evidenced by the value of the critical ratio =  $4.099 > 2.00$  and probability values of  $0,000 < \alpha = 0, 05$ . The test results show that the positive and significantly effect of work motivation on the civil servants performance. The value of the component regression weight estimate with the positive direction is caused because public servants motivated if the work he produced was valued by the employer and the job he is doing can assist organizations in achieving performance targets. High work motivation gives real effect to increase of civil servants performance. These findings also support earlier researchers findings that employee motivation effect significantly to the individual performance thus giving power to individuals to perform better [8, 11].

### **3.9. Job satisfaction effect on civil servants performance**

However, organizations with members with high job satisfaction felt more likely to give good performance in various ways countless [34]. The results of this study confirm that high job satisfaction demonstrated at this point is to satisfy their needs with work and the existence of a difference in terms of

revenue among lazy employees who diligently. The effect of job satisfaction on the civil servants performance can be evidenced by the component values of the regression weight estimate of 0.095 with positive direction. In addition it can be evidenced by the value of the critical ratio =  $0.389 < 2.00$  and value the probability of  $0,699 > \alpha = 0,05$ . The test results prove that job satisfaction is not significantly impact the civil servants performance. The statement meant that a high job satisfaction does not give real effect to increased civil servants performance to the high-way.

High job satisfaction does not give real effect to increase of civil servants performance, that the biggest controversy in the research organization is about the relationship between satisfaction and work achievement or performance. There is satisfaction that States that affect the achievement of higher employment, while others argue that the work achievement affect satisfaction [16]. These findings support earlier research that job satisfaction is not a significant effect on performance lecturer [35]. The effect of job satisfaction has a significant on the individual performance [36].

### **3.10. Linking organizational culture on civil servants performance. The mediating role of work motivation**

Inspection results show that civil servants performance improvements can be done directly or with the help of the motivation of working as a mediate in explaining the effect of organizational culture on civil servant performance, that based on the type of work motivation is not as a mediated in explaining the effect. Results of testing the effect of organizational culture on performance the mediating role of work motivation with the P-Value of values  $0,000 < \alpha = 0,05$  obtained from the interaction of P-Value organizational culture on work motivation ( $0,000 < \alpha = 0,05$ ) X work motivation on the civil servants performance ( $0,000 < \alpha = 0,05$ ). These results make it clear that the work motivation significantly acted not as a mediated in explaining the effect of organizational culture on performance mediated work motivation. This means that the organizational culture real effect on the civil servants performance, the effect of organizational culture significantly on work motivation, work motivation significantly to the civil servants performance so that without the support of labour motivation, organizational culture is directly influential real on improvements civil servants performance to the high-way. The results of this study support the findings of previous researchers that there was significant effect of the organizational culture (external adaptation) on performance through the capabilities of human resources [30].

### **3.11. Linking of rewards on civil servants performance. The mediating role of work motivation**

The test results of indirect effect variable rewards on the civil servants performance of as the mediation of the work motivation with P-Value of values  $0,000 < \alpha = 0,05$  obtained from the interaction of P-Value rewards on work motivation ( $0,000 < \alpha = 0,05$ ) X work motivation on the civil servants performance ( $0,000 < \alpha = 0,05$ ), that the work motivation not as a mediating variable in explaining the effect of rewards on the civil servants performance. This means that a significant effect of rewards on civil servant performance, influential reward significantly to work motivation, effect of work motivation significantly on the civil servants performance so that without the support of labour motivation, rewards of the real against the influential directly improved the civil servants performance to the high-way. This research supports findings of earlier researchers, that there is a positive and significant effect between the intrinsic reward on performance as mediated extrinsic and intrinsic motivation [37].

### **3.12. Linking of organizational culture on civil servants performance. The mediating role of job satisfaction**

The test results indirect effect, organizational culture on the civil servants performance mediating role is job satisfaction with value P-Value of  $0,000 < \alpha = 0,05$  obtained from the interaction of P-Value organizational culture on job satisfaction ( $0,000 < \alpha = 0,05$ ) X job satisfaction on the civil servants performance ( $0,699 > \alpha = 0,05$ ). This means that the organizational culture real effect on the civil servants performance, the effect of organizational culture significantly on job satisfaction, job satisfaction is not real effect on the civil servants performance so without supported with job satisfaction, organizational culture can directly give real effect to increased civil performance of Affairs to-good direction. The results of this research rejects the findings of previous researchers that the mediating role is job satisfaction and organizational commitment of the relationship between organizational culture and performance lecturer has not significant [35].

**3.13. Linking of rewards on civil servants performance. The mediating role of job satisfaction**

The test results indirect effect of rewards on civil servants on performance in mediating job satisfaction with value P-Value of  $0,000 < \alpha = 0,05$  obtained from the interaction of P-Value rewards of job satisfaction ( $0,000 < \alpha = 0,05$ ) X job satisfaction on the civil servants performance ( $0,699 > \alpha = 0,05$ ). These results explain that. Job satisfaction is not as mediating role in explaining the effect of rewards on the civil servants performance. This means that the real effect of rewards on civil servant performance, reward significantly effect on job satisfaction, job satisfaction is not real effect on the civil servants performance so without supported with job satisfaction, rewards can directly provide tangible influence towards increasing the civil servants performance to the-direction is good. The results of this study support the findings of earlier researchers, that there is a positive and significant relationship between intrinsic rewards on performance in the mediation job satisfaction [37].

**3.14. Linking of organizational culture on civil servants performance. The mediating role of work motivation and job satisfaction**

The test results indirect effect variable organizational culture on the civil servants performance in the mediation of work motivation and job satisfaction with value P-Value of  $0,000 < \alpha = 0,05$  obtained from the interaction of P-Value organizational culture on job satisfaction ( $0,000 < \alpha = 0,05$ ) X work motivation on job satisfaction ( $0,007 < \alpha = 0,05$ ) X job satisfaction on the civil servants performance ( $0,699 > \alpha = 0,05$ ). The results clarify that work motivation and job satisfaction is not as mediating variables in explaining the effect of organizational culture on civil servant performance. This means that the organizational culture real effect on the civil servants performance, the effect of organizational culture significantly on work motivation, organizational culture effect significantly on job satisfaction, but its job satisfaction is not real effect on the civil servants performance so without supported with job satisfaction, organizational culture directly or through work motivation can give real effect to increased civil servants performance to good direction. The results of this study supports the findings of earlier researchers, that there was significant influence between the organizational culture (external adaptations such as sensitive to the external environment, continue to study new methods to find and aggressively) on the civil servants performance or indirectly through the mediating role of the human resource ability to maintain a high level of motivation [28].

**3.15. Linking of rewards on civil servants performance. The mediating role of work motivation and job satisfaction**

The test results indirect effect variables of rewards on civil servant performance in mediation work motivation and job satisfaction with value P-Value of  $0,000 < \alpha = 0,05$  obtained from the interaction P-Value of rewards on job satisfaction ( $0,000 < \alpha = 0,05$ ) X work motivation on job satisfaction ( $0,007 < \alpha = 0,05$ ) X job satisfaction on the civil servants performance ( $0,699 > \alpha = 0,05$ ). The results clarify that motivation and job satisfaction significantly in explaining the influence of rewards on the civil servants performance, but based on the results of the examination to find out the type of mediation then the variables work motivation and job satisfaction in the research model is said to not act as mediating variables. This means that the real effect of rewards on civil servant performance, organizational culture significantly on work motivation, organizational culture effect significantly on job satisfaction, but its job satisfaction is not real effect on the civil servants performance so without supported with job satisfaction, organizational culture directly or through motivation work can give real effect to increased performance of the civil servant to-good direction. The results of this study supports the findings of earlier researchers, that there is a positive correlation between the intrinsic and extrinsic reward on motivation as well as finding the existence of an intrinsic role extrinsic motivation and mediating between intrinsic reward on the performance [25,37].

#### **IV. CONCLUSION AND RECOMMENDATIONS**

Organizational culture and rewards have a positive and significant effect on the work motivation and job satisfaction, then a positive and significantly effect of work motivation on job satisfaction, organizational culture and, work motivation has a positive and significant effect on the civil servants performance. Work motivation and job satisfaction is not as a mediating role in explaining the effect of organizational culture and rewards on the civil servants performance. Organizational culture, rewards and work motivation proved directly can give a noticeable effect on the civil servants performance. The limitations of this study on the measurement of the variables is done only on the basis of the perception of a very determined by memory and judgment against the respondent himself and thus there is a tendency of occurrence of bias in measurements, empirical analysis subsequently conducted in this study uses survey data to analyze the relationship at cross sectional, while attitudes and behaviours is something very dynamic so as to analyze the attitudes and behavior of the required observations in longitudinal, for it required advanced research studies to analyze the relationship

between the changes of back variables examined in this study. The results of this study recommend to researchers continued developing Study at another sector by adding the antecedent variable of individual performance.

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