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## **ИССЛЕДОВАНИЕ ОСОБЕННОСТЕЙ УЧЕБНОЙ МОТИВАЦИИ СТУДЕНТОВ РОССИИ И КИТАЯ В УСЛОВИЯХ РОСТА ОБЪЕМОВ ОНЛАЙН-ОБУЧЕНИЯ: КЕЙС УРФУ ИМЕНИ ПЕРВОГО ПРЕЗИДЕНТА РОССИИ Б.Н.ЕЛЬЦИНА**

Лю Ю. (Китай), Риту (Индия), Потапов О.А. (Россия)

**Аннотация:** Интернационализация образования, его глобализация с помощью цифровых технологий требуют учета национальных особенностей и менталитета учащихся. Работа посвящена выявлению особенностей и различий в образовательной мотивации студентов из Китая и России, обучающихся в Уральском федеральном университете, которые связаны, в том числе, и с различиями в образовательных подходах двух стран. Изучается также отношение студентов к технологиям дистанционного онлайн-обучения, вес которых значительно возрос в связи с пандемией COVID-19. На основе выявленных закономерностей даны рекомендации по организации образовательного процесса.

**Ключевые слова и словосочетания:** образовательная мотивация, национальное образование; социальные исследования; онлайн-обучение.

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## **THE INFLUENCE OF QUALITY OF WORK LIFE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE**

Padmaningrum N. (Indonesia), Setiawati T. (Indonesia)

**Abstract.** The research purpose were to understand the influence of the quality of work life (QWL) and organizational culture (OC) toward employee performance (EP) and job satisfaction (JS), to understand the influence of job satisfaction to employee performance, to understand indirect influence of quality of work life to employee performance through job satisfaction, to understand indirect influence of organizational culture to employee performance through job satisfaction, to understand which is bigger between indirect effect and direct effect from QWL and OC towards EP which mediated by JS. This research was quantitative and use questionnaire as data collection method. The populations were 65 employees. The samples were 65 employees. The sampling technique using the census method. Analysis techniques methods was used in this research, including t test, F test, simple and multiple regression analysis, and path analysis. The study found that the QWL and OC had a significant and positive influence EP and JS. JS also had significant and positive influence toward EP. The indirect influence of QWL toward EP through JS was greater than direct effect. And indirect influence of OC toward EP through JS was greater effect than direct influence.

**Keywords and phrases:** employee performance, job satisfaction, organizational culture, quality of work life

**JEL code:** M 15

### **Introduction**

The level of measurement that the company is successful or not can be determined by the performance of an employee. In accordance to Bernardin and Russel (1993) is a conclusion from the results obtained from a work function within a certain period of time. In the book Sinambela (2016) Robbins (1996) provides an understanding that performance is the result of an assessment of the work carried out by individuals using collective agreement benchmarks. The definition of performance is not too different according to Wexley and Yukl in Sinambela (2016), performance is an implementation of the balance theory, which says that a person will show optimal performance if he gets benefits and there is stimulation in his work in a fair and reasonable manner. Based on several definitions of performance according to experts, it can be concluded that performance is the result of work performed by employees in carrying out a task with the responsibilities assigned to them.

Job satisfaction is a problem that is quite interesting and important because it has proven benefits for the interests of individuals, industry and society. According to Robbins (2003), job satisfaction is an individual's attitude toward his job. Jobs that have a relationship between

colleagues and superiors, follow organizational policies, meet performance standards, and have ideal working conditions. Meanwhile, according to Luthans (2006) job satisfaction is a happy emotional state or positive emotion that comes from a job appraisal or someone's work experience. Furthermore, Robbins and Judge (2009) define job satisfaction as a general attitude of an individual towards his job where in that job a person is required to interact with colleagues and superiors, follow organizational rules and policies, meet work standards. It can be concluded that job satisfaction is a person's attitude or actions positively arising from the feelings of employees towards their work.

Job satisfaction in implementing it requires support from both employees and the company. Where the researchers found three previous studies that showed two positive results and one negative result. Permadi, et al (2018) and Razak, et al (2018) in their research have the results that there is a positive and significant influence on the effect of job satisfaction and employee performance. Meanwhile, research conducted by Khuzaeni, et al (2013) showed that there was a negative influence between job satisfaction and employee performance. Therefore, that employee satisfaction does not always have a good impact on employee performance.

The company's attention to the quality of work life is an important effort made by the company in meeting employee needs. Furthermore, according to Robbins (2002) the quality of work life is a core concept that directs various kinds of certain interventions to form a humane work environment. In explaining the quality of work life, Cascio (1998) suggests two ways. First, the quality of work life has a view as a set of employee perceptions about a sense of security at work, job satisfaction, and conditions for growth and development like humans. Second, the quality of work life is seen as a set of suggestions and opinions to be achieved through organizational policies such as safe working conditions, job involvement, career development policies, fair compensation and others. From some of the above understanding, the definition of the quality of work life is things related to the working life of employees in the company.

Companies that properly implement the quality of work life will affect employee performance, and vice versa. This is based on three previous studies conducted by Sari, et al (2019), Rashmi and Tripathi (2015), and Suryantiningsih, et al (2018) that according to the three studies, the quality of work life can have an impact on employee performance. So that according to previous research, if the company is getting better at implementing the quality of work life it will have an impact on high employee performance towards the company. The quality of work life that is done well will create a positive feeling of job satisfaction for an employee. This is based on 3 previous research findings used in this study. Previous research conducted by Chinomona, et al (2013), Bhatnagar and Soni (2015) and Lee, et al (2015) has the results of research that there is a positive

and significant influence between the quality of work life on employee satisfaction. It can be concluded that based on previous research, the quality of work life has a positive impact on employee job satisfaction.

Organizational culture is the key to success in a company if it is implemented properly. Culture is a pattern of basic assumptions shared by a group of people after they previously studied and believed in the correctness of these assumptions as a way to solve various problems related to external adaptation and internal integration, so that this basic assumption pattern needs to be taught to new members as the correct way to perceive, think and express feelings in relation to organizational problems (Schein in Sobirin 2009). Furthermore, according to Robbins (2002) organizational culture refers to a system of shared understanding held by members of an organization, which distinguishes the organization from other organizations. Not much different from Kreitner and Kinicki's (2014) understanding that organizational culture is "a set of assumptions that are shared and accepted implicitly and held by a group that determines how it is felt, thought about, and reacts to various environments. Based on several definitions of organizational culture according to some experts, organizational culture is a value that is firmly held by companies to carry out the company's vision and mission in order to be able to achieve its goals. Organizational culture that is implemented properly will have an influence on employee performance. This is based on the findings of four previous studies which were divided into three having positive research results and one having negative research results. Several research findings by Shahzad, et al (2013); Paschal and Nizam (2016); Nuryasman and Suryaman (2018) show that there is a positive and significant relationship between organizational culture and employee performance. In contrast to the results in research that Harwiki (2016) has conducted, organizational culture has no impact on employee performance. So that the various research results above are used as supporting researchers in conducting future research. Organizational culture is closely related to job satisfaction of an employee, and vice versa. This is based on the five previous studies used in this study and is divided into four positive research results and one negative research result. Research by Ahamed and Mahmood (2015); Qazi and Kaur (2017); Belias, et al (2015); Kim (2017) concluded that there are significant results between organizational culture and job satisfaction. Meanwhile, research by Kadir and Amalia (2017) has shown different results where there is a negative influence between organizational culture on job satisfaction.

The research will be aimed at employees of Bank Indonesia Yogyakarta. Bank Indonesia is the central bank of the Republic of Indonesia. As the central bank, Bank Indonesia has the sole objective of achieving and maintaining the stability of the rupiah value. To achieve this goal, Bank Indonesia is supported by three pillars, namely: establishing and implementing monetary policy;

regulate and maintain the smooth operation of the payment system; and maintaining financial system stability in Indonesia. Based on this, this study aims to analyze the influence of the quality of work life and organizational culture on employee performance, as well as to determine the mediating effect of job satisfaction on the relationship between the quality of work life and organizational culture on the performance of employees of Bank Indonesia Yogyakarta.

## **Literature of Review**

### ***Previous Research***

Research about the effect of QWL on JS has been done by Bhatnagar and Soni (2015), it was stated that there is a significant and positive effect between QWL and JS. The study was conducted on 100 teachers in Udaipur. To measure the QWL, researchers used indicators of quality of work life from Cascio in 1998. Research on the influence of OC towards JS has been done by Ahamed and Mahmood (2015). The result of this study indicated that OC to JS have significant and positive effect in telecommunication employees in Khulna.

Research about the influence of QWL and OC to JS had been done by Sukma, *et al* (2016), from the conclusion research result, it showed that QWL has an influence on 100 hospital employees in Semarang. This study uses the theory of Cascio (1995) for the QWL variables, the Robbins theory in Umar (2010) for OC variables, and the theory of Brown *et al* in Sutrisno (2010) on JS variables. Research about the influence of QWL toward EP had been done by Rashmi and Tripathi (2015) on 253 technology employees in Delhi NCR and it was stated there is significant and positive effect. Research on the influence of OC toward EP has been done by Shahzad *et al* (2013) obtained the conclusion that organizational culture has a positive and significant effect on the performance of employees in software offices in Pakistan.

A research about the influence of QWL and OC on EP had been done by Rismawati *et al* (2015). The result shows that QWL and OC has a significant effect toward EP. Other research related to the influence of JS to EP had been done by Khuzaeni *et al* (2013), this study uses the theory of Robbins (1996) on JS variables, and theory of Bernardin and Russel (1993) on EP variables. The research about QWL to EP through JS had been done by Sari *et al* (2019) on 240 hotel employees in Bali. And the research about OC to EP through JS has been done by Mariati and Mauludin (2018) and it was stated there is significant and positive effect about QWL to EP through JS. To measure the OC, researchers used indicators from Robbins (2002).

### ***Theoretical Background***

*Human Resource Management.* According to Mathis and Jackson (2006) human resource management can be defined as the art of regulating the relationship and role of labor in order to be effective and efficient in using human abilities in order to achieve goals in each company.

*Quality of Work Life.* According to Cascio (1998), he explains the quality of work life in two ways. First, the quality of work life is seen as a set of employee perceptions about a sense of security at work, job satisfaction, and conditions for growth and development like humans. Second, the quality of work life is seen as a set of suggestions to be achieved through organizational policies such as safe working conditions, job involvement, career development policies, fair compensation and others. According to Sirgy et al (2001), the quality of work life leads to the impact that work has on the satisfaction of each worker, both work life satisfaction (job satisfaction), and satisfaction that is not related to work life, not overall life satisfaction. Furthermore, according to Robbins (2002) the quality of work life is a core concept that directs various kinds of certain interventions to form a humane work environment.

*Organizational Culture.* Robbins (2002) defines organizational culture as referring to a system of shared understanding held by members of an organization, which differentiates the organization from other organizations. Organizational culture is seen as an idea in viewing organizations as a culture where there is a system of meaning shared by its members, which is a relatively new phenomenon (Robbins and Judge, 2015). Furthermore, according to Schein in Sobirin (2009) culture is a basic assumption pattern that is shared by a group of people after they have previously studied and believed in the correctness of this assumption pattern as a way to solve various problems related to external adaptation and internal integration, so that the basic assumption pattern is need to be taught to new members as the correct way to perceive, think and express feelings in relation to organizational problems.

*Employee Performance.* According to Bernardin and Russel (1993), performance is basically a record of the results obtained from job functions or activities during a certain period of time. According to Wexley and Yukl in Sinambela (2016) performance is an implementation of the theory of balance, which says that a person will show optimal performance if he gets benefits and there is stimulation in his work in a fair and reasonable manner. Furthermore, according to Robbins in Sinambela (2016), it is assumed that performance is defined as the result of an evaluation of the work carried out by individuals compared to the criteria that have been set together.

*Job Satisfaction.* According to Robbins (2003), job satisfaction is an individual's attitude toward his job. Jobs that have a relationship between coworkers and superiors, follow organizational policies, meet performance standards, and have ideal working conditions. Meanwhile, according to Luthans (2006) job satisfaction is a happy emotional state or positive emotion that comes from a job appraisal or someone's work experience. Furthermore, according to Mathis and Jackson (2006), job satisfaction is a positive emotional state which is the result of evaluating one's work experience.



### Conceptual Framework

This research frame work was designed as in below picture.

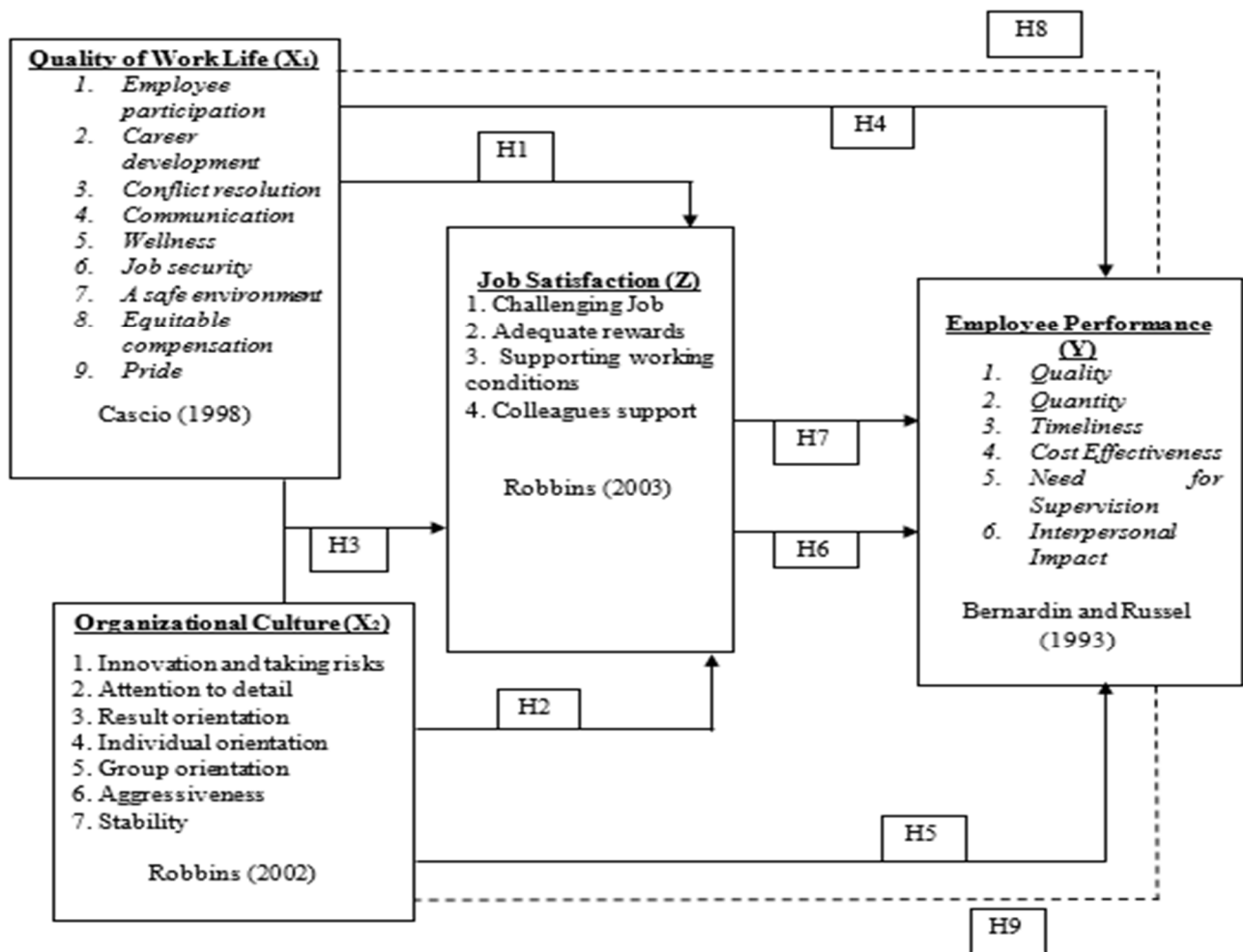


Figure 1. Conceptual Research Framework (Source: own research, 2020)

### Research Methods

**Research Approach.** The research approach used was quantitative approach which use survey through questionnaire. It was used to know the influence of QWL and OC to EP through JS as an intervening variable in Bank Indonesia Yogyakarta.

**Research Sites.** The research is located at Bank Indonesia Yogyakarta, located at Jl. Panembahan Senopati Number 4-6, Prawirodirjan, Gondomanan District, Yogyakarta City, Yogyakarta Special Region 55121.

**Population and Sample.** The population in this study were all employees of Bank Indonesia Yogyakarta totaling 65 employees. The samples used in this study were 65 employees of Bank Indonesia Yogyakarta. The sampling technique using the census method.

### **Research Variables**

*EP.* Employee performance from the point of view of Bernardin and Russel (1993) is a conclusion from the results obtained from a work function within a certain period of time.

*JS.* Robbins (2003) suggests that job satisfaction is an individual's behavior towards his job. Jobs that have coworkers with superiors, follow organizational policies, meet performance standards, and have ideal working conditions.

*QWL.* According to Cascio (1998) the quality of work life can be explained in two ways. First, the quality of work life is seen as a set of employee perceptions about a sense of security at work, job satisfaction, and conditions for growth and development like humans. Second, the quality of work life is seen as a set of suggestions to be achieved through organizational policies such as safe working conditions, job involvement, career development policies, fair compensation and others.

*OC.* According to Robbins (2002) organizational culture refers to a system of shared understanding held by members of an organization, which distinguishes the organization from other organizations.

### **Instrument Test**

*Validity Test.* Data taken from 65 respondents were processed using SPSS 21 software. The statement items for each variable were tested based on the comparison between  $r_{\text{count}}$  and  $r_{\text{table}}$  (0.2441) using a significance level of 5 percent (0.05). The statement item is declared valid if  $r_{\text{count}}$  is greater than  $r_{\text{table}}$  ( $r_{\text{count}} > r_{\text{table}}$ ). All questionnaire items on the four variables proved to be valid because they had a value of  $r_{\text{count}}$  greater than  $r_{\text{table}}$  ( $r_{\text{count}} > r_{\text{table}}$ ).

*Reliability Test.* Reliability testing in this study uses the Cronbach's Alfa method. If the Cronbach's Alfa value is greater than 0.6, the answers from the respondents to the questionnaire as a measuring tool are declared reliable. The result of variable QWL ( $X_1$ ) had coefficient value of Cronbach's Alpha is 0.960, variable OC ( $X_2$ ) had coefficient value of Cronbach's Alpha is 0.924, variable JS ( $Z$ ) had coefficient value of Cronbach's Alpha is 0.899, variable EP ( $Y$ ) had coefficient value of Cronbach's Alpha is 0.931.

### **Data Analysis Techniques**

*Regression Model I.* Regression analysis model I is used to determine the magnitude of the direct influence of the variables of the QWL and OC on JS. The linear regression equation used is as follows: Equation:  $Z = a + b_1X_1 + b_2X_2$ . Information:  $Z = \text{JS}$ ;  $X_1 = \text{QWL}$ ;  $X_2 = \text{OC}$ ;  $b_1 =$  Regression Coefficient;  $b_2 =$  Regression Coefficient.

*Regression Model II.* Regression analysis model II is used to determine how much influence the QWL and OC on EP. The linear regression equation used is as follows:  $Y = a + b_1X_1 + b_2X_2$ . Information:  $Y = \text{EP}$ ;  $X_1 = \text{QWL}$ ;  $X_2 = \text{OC}$ ;  $b_1 =$  Regression Coefficient;  $b_2 =$  Regression Coefficient.

*Simple Regression.* Simple model regression analysis is used to determine the magnitude of the direct effect of JS variables on EP. The linear regression equation used is as follows:  $Y = a + b_1Z$ . information: Y = Employee performance; Z = Job Satisfaction;  $b_1$  = Regression Coefficient.

### **Findings**

*Descriptive Analysis.* From a total of 65 research respondents, it can be categorized as showing the variables of the quality of work life, organizational culture, and employee job satisfaction in the high category. Meanwhile, the employee performance variable shows very high category results. Evidenced by the QWL there are 35 respondents (53.85 percent) who show results in the high category, OC there are 40 respondents (61.53 percent) in the high category, JS there are 44 respondents (67.70 percent) who show results in the high category and in the EP there are 33 respondents (50.76 percent) which shows the results in the very high category.

#### **Classical Assumption Test Results**

*Normality Test Results.* The normality test is used to test whether in the regression model confounding or residual variables have a normal distribution (Ghozali, 2013). Residual distribution is normal if the level of significance is greater than 0.05. It can be concluded that the data processed is a normal distribution data because the value of significance is  $0.167 > 0.05$ .

*Multicollinearity Test Results.* According to Ghozali (2013) the multicollinearity test is aimed at measuring whether the regression model finds a correlation between independent variables (independent variables). A good regression model should not have a correlation between the independent variables. Based on the results of the analysis, it can be concluded that the processed data shows that the tolerance value and Variance Inflation Factor (VIF) do not have multicollinearity problems. Evidenced by a tolerance value  $\geq 0.10$  with the VIF results of the QWL variable ( $X_1$ ) of 1.752, OC ( $X_2$ ) of 1.926, and JS (Z) of 1.681. So, it can be concluded that all independent variables do not occur multicollinearity.

*Heteroscedasticity Test Results.* Heteroscedasticity test according to Ghozali (2013) is used to test whether in the regression model there are inequalities or differences from some observations compared with others. If the significant probability is above 5 percent or 0.05, it can be concluded that there is no heteroscedasticity. Based on the analysis results, it is known that the significance value shows a value of more than 0.05. Thus, it can be concluded that there are no symptoms of heteroscedasticity in the regression model.

#### **Multiple Regression Analysis**

*Influence of QWL and OC on JS.* Based on the results of the calculation of regression obtained, it could be made multiple linear regression equation as follows  $Z = a + b_1X_1 + b_2X_2 + \epsilon$ ,

then consider the equation influence the QWL and OC to JS as follows  $Z = 1.245 + 0.242X_1 + 0.437X_2 + \epsilon$ .

*Influence of QWL and OC on EP.* Based on the results of the calculation of regression obtained, it could be made multiple linear regression equation as follows  $Y = a + b_1X_1 + b_2X_2 + \epsilon$ , then consider the equation influence the QWL and OC to EP as follows  $Y = 1.500 + 0.310X_1 + 0.348X_2 + \epsilon$ .

*Simple Regression.* The simple linear regression equation used is  $Y = a + b_1Z + \epsilon$ . Based on the results of simple linear regression analysis, it can be seen that the regression equation is  $Y = 1.831 + 0.571Z + \epsilon$ .

*Path Analysis.* Path analysis is used to determine the mediating effect of job satisfaction on the quality of work life and organizational culture on employee performance.

**Sobel Tests**

*The Effect of JS in mediating the relationship between QWL and EP.* Based on the acquisition of the  $t_{count}$  value of 2.887 which is greater than the  $t_{table}$  with a significance level of 0.05, which is 1.999, it can be concluded that the mediation coefficient of 0.1761 is significant and means that there is a mediating effect of JS in mediating the relationship between the QWL and EP.

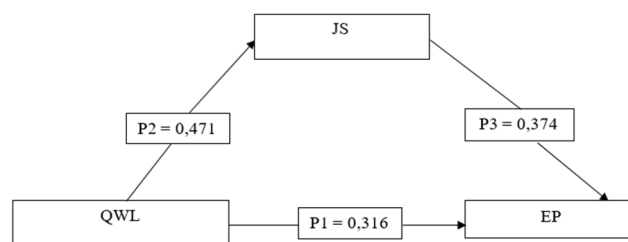


Figure 2. The Effect of JS in mediating the relationship between QWL and EP

*The Effect of JS in mediating the relationship between OC and EP.* Based on the acquisition of the  $t_{count}$  value which is 3.138 which is greater than the  $t_{table}$  with a significance level of 0.05, which is 1.999, it can be concluded that the mediation coefficient of 0.2259 is significant and means that there is a mediating effect of JS in mediating the relationship between OC and EP.

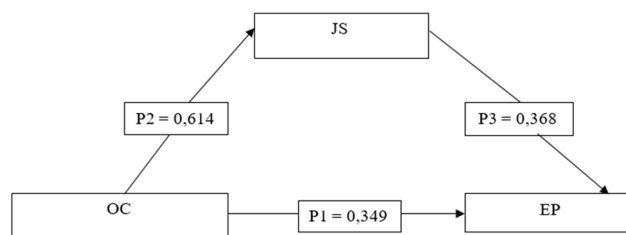


Figure 3. The Effect of JS in mediating the relationship between OC and EP

Table 1. Recapitulation Hypothesis Test Results (Source: Primary data processed, 2020)

Number	Hypothesis	Result
H1	There is a positive and significant influence from the QWL on JS.	Proven
H2	There is a positive and significant influence from OC on JS.	Proven
H3	There is a positive and significant influence from the QWL and OC on JS.	Proven
H4	There is a positive and significant influence from the QWL on EP.	Proven
H5	There is a positive and significant influence of OC on EP.	Proven
H6	There is a positive and significant influence from the QWL and OC on EP.	Proven
H7	There is a positive and significant effect of JS on EP.	Proven
H8	There is a significant mediating effect of JS on the relationship between the QWL and EP.	Proven
H9	There is a significant mediating effect of JS on the relationship between OC and EP.	Proven

## Discussion

### *The Effect of Quality of Work Life toward Job Satisfaction*

Based on the data that has been tested, the quality of work life has a positive and significant effect on job satisfaction. It is proven that the quality of work life variable shows the t value of 2.230 with a significance value of 0.029. The results of this study are in line with research conducted by Chinomona *et al* (2013), Bhatnagar and Soni (2015), and research by Lee *et al.* (2015) which has the result that there is a positive and significant influence between the QWL variables on JS.

### *The Effect of Organizational Culture toward Job Satisfaction*

Based on data that has been done through hypothesis testing, organizational culture variables have a positive and significant effect on job satisfaction. The organizational culture variable shows t count that is 3.412 and a significance value of 0.00. Meanwhile, the regression value of the test shows a result of 0.437. The results of this study are in line with research conducted by Ahamed and Mahmood (2005), Qazi dan Kaur (2017), and Belias *et al* (2015) which has the result that there is a positive and significant influence between the OC variables on JS.

### *The Effect of Quality of Work Life and Organizational Culture toward Job Satisfaction*

Based on the simultaneous tests that have been carried out, the results of the variables of the QWL and OC have a positive and significant effect on JS. This is evidenced by the results of the F test which shows the calculated F value of 21.114 with a significance level of 0.000 so that the results of the hypothesis  $H_0$  are rejected and  $H_a$  is accepted. The coefficient of determination is 0.386, meaning that 38.6 percent of the variables of the QWL and OC affect JS. The results of this

study are in line with research conducted by Rismawati *et al* (2015), Sukma *et al* (2016), and Rukminingsih and Mulyanto (2015).

#### ***The Effect of Quality of Work Life toward Employee Performance***

Based on the results of hypothesis testing that has been carried out, the variable quality of work life has a positive and significant effect on employee performance. The t number is 3.455 with a significance value of 0.001 so that the results of the hypothesis  $H_0$  are rejected and  $H_a$  is accepted. Thus, it can be concluded that there is a positive and significant influence of the quality of work life on employee performance. The regression coefficient value on this variable is 0.310, which means that if the variable of the quality of work life increases by one unit, the amount of employee performance will increase by 0.310, assuming all other independent variables are constant. The results of this study are in line with research conducted by Sari *et al* (2019), Rashmi and Tripathi (2015), Suryantiningasih *et al* (2018) which has the result that there is a positive and significant influence between the QWL variables on EP.

#### ***The Effect of Organizational Culture toward Employee Performance***

Based on the data that has been done, organizational culture has a positive and significant influence on employee performance. The organizational culture variable shows the t value of 3.279 and the significance value is 0.002, it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted. This means that organizational culture has an effect on employee performance. The results of this study are in line with research conducted by Harwiki (2016), Shahzad *et al* (2013), Paschal and Nizam (2016), Nuryasman and Suryasman (2018) which has the result that there is a positive and significant influence between the OC variables on EP.

#### ***The Effect of Quality of Work Life and Organizational Culture to Employee Performance***

The results of simultaneous hypothesis testing have been carried out and the result is that the variables of the QWL and OC have a positive and significant effect on EP. The results of the F test are proven by the F value of 29.769 with a significance value of 0.000 so that the results of the hypothesis  $H_0$  are rejected and  $H_a$  is accepted. Thus, it can be concluded that there is a positive and significant simultaneous influence of the independent variables (quality of work life and organizational culture) on employee performance. It can be interpreted that the quality of work life and organizational culture simultaneously affect employee performance. Evidenced by the coefficient of determination of 0.473 which means 47.3 percent of the variables of the quality of work life and organizational culture have an effect on employee performance. The results of this study are in line with research conducted by Nadhluddin and Maftukhah (2015), and not in line with the research from Rismawati *et al* (2015) and Rukminingsih and Mulyanto (2015).

#### ***The Effect of Job Satisfaction on Employee Performance***

Based on the data that has been done, job satisfaction has a positive and significant effect on employee performance. The job satisfaction variable shows the t value of 6.590 and a significance value of 0.000, it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted. The regression coefficient value in this variable is 0.571, which means that if the job satisfaction variable increases by one unit, the amount of employee performance will increase by 0.571. This means that job satisfaction affects employee performance at Bank Indonesia Yogyakarta. The results of this study are in line with research conducted by Permadi *et al* (2018), Razak *et al* (2018), and not in line with the research conducted by Khuzaeni *et al* (2013).

#### ***The Mediating Effect of Job Satisfaction on the Relationship between Quality of Work Life toward Employee Performance***

Based on the data that has been tested, it is known that the mediating effect of job satisfaction on the relationship between the quality of work life and employee performance obtains a value of 2.887 which is greater than the t table with a significance level of 0.05, is 1.999, it can be concluded that the coefficient mediation 0.1761 is significant. The results of this study are in line with research conducted by Sari *et al* (2019), Rubel and Kee (2014), Setiyadi and Wartini (2016), and not in line with the research conducted by Rukminingsih and Mulyanto (2015).

#### ***The Mediating Effect of Job Satisfaction on the Relationship between Organizational Culture on Employee Performance***

Based on the data that has been tested, it is known that the mediating effect of job satisfaction on the relationship between organizational culture and employee performance obtains a t-count value of 3.138 which is greater than the t table with a significance level of 0.05, namely 1.999, it can be concluded that the mediation coefficient 0.2259 is significant. The results of this study are in line with research conducted by Mariati and Mauludin (2018), Arifin (2015), and not in line with the research conducted by Pawirosumarto *et al* (2017).

### **Conclusion**

**Conclusion.** Based on data analysis result through questionnaires distributed to employees in Bank Indonesia Yogyakarta, it could be argued that QWL and OC has significant and positive effect toward EP and JS. JS also had significant and positive effect toward EP. The indirect influence of QWL toward EP through JS was greater than direct effect, and indirect effect of OC toward EP through JS was greater than direct effect.

**Recommendation.** Based on the results of the data analysis and discussion, the following are suggestions that are expected to be of benefit to Bank Indonesia Yogyakarta, including Bank Indonesia Yogyakarta, which is recommended to provide and instill a sense of pride in employees towards the company as a form of improving quality of work life within the company. In addition,

the company really needs to improve the company culture in terms of accuracy in completing a job. If this can be done, it will create a good organizational culture within the company. Furthermore, Bank Indonesia Yogyakarta in managing employee performance should look at the quality of employees themselves. This can be done by increasing the accuracy of employees when working, employees being able to complete work according to work standards, and being able to complete work according to predetermined work procedures. Companies really need to continue to maintain relationships between co-workers such as providing support between coworkers, friendly communication, and please help employees feel comfortable and satisfied with their work and environment.

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## **ВЛИЯНИЕ КАЧЕСТВА ТРУДОВОЙ ЖИЗНИ И ОРГАНИЗАЦИОННОЙ КУЛЬТУРЫ**