

# Organizational Culture and Welfare, Its Influence on Work Motivation, Job Satisfaction and Performance of Civil Servants in the Government of Tuban Regency

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## Abstract

The State Civil Apparatus (ASN) as a government apparatus determines the success of administering Government for national goals and regional governments in the Tuban district, which is required to carry out accounting services. It is hoped that the Regional Government will massively implement the organizational culture "Tuban Bumi Wali" and increase income improvement allowances for ASN to improve performance. At the same time, it has not been able to improve SAKIP, so this study aims to measure how much influence organizational culture and welfare have on performance through intervening variable work motivation and job satisfaction. This study also aims to discuss in more depth the conditions of the Regional Government of Tuban Regency regarding "organizational culture and welfare, their influence on work motivation, job satisfaction and the performance of the state civil apparatus in the Tuban regency government". The research method used in this study is associative quantitative with an approach based on the philosophy of positivism. This associative quantitative research aims to examine the interplay between variables. This research tested the Component-Based Structure Equation Model (SEM) using the Generalized Structured Component Analysis (GeSCA) program. The results showed that the coefficients on the path of organizational culture, work motivation, and ASN performance was significant so that the indirect effect of 0.306 was significant, as well as the coefficient on the path of welfare, job satisfaction and ASN performance was tested significantly so that the indirect effect of 0.185 was significant.

**Keywords:** Tuban, Government, Welfare, Work, Organizational

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## 1. Introduction

The State Civil Apparatus, which is later shortened to ASN, is a state apparatus resource tasked with providing services to the community in a professional, honest, fair, and equitable manner in carrying out state, government, and development tasks based on loyalty and obedience to Pancasila and the 1945 Constitution. and the role of ASN in Indonesia is increasingly important for administering governance and development to achieve the national goal of realizing a law-abiding, modern, democratic, prosperous, just and moral society. Therefore, government administration requires people who can always carry out their duties and responsibilities to participate in Government development and community activities efficiently and effectively.

Local Government is an organization that is a system (Tahar and Kuncahyo 2020), namely the series and relationships between parts that work together as a whole. Each component is a sub-system with a wealth of systems for itself. There is a close relationship between individual performance and organizational performance. In other words, if the organizational culture and employee welfare are good, the organizational performance will likely be good (Edowati, Abubakar, and Said 2021). Therefore the organization must pay attention to the human resource factor. Organizational goals that have been set are conditions that have been agreed upon by all members of the organization. Thus organizational goals can be achieved if all members of the organization are willing to cooperate and their activities can be well coordinated; besides that, employees are motivated and given awareness to comply with regulations so that good work results will be created besides a conducive work environment is needed (Noorainy 2017).

State civil servants who serve in the Government of Tuban Regency should work in a good organizational culture, namely "Tuban Bumi Wali" and adequate welfare through the provision of income improvement benefits, because this will have an impact on performance which before affecting performance will first affect work motivation and job satisfaction (Aini 2020). Furthermore, organizational culture is also believed to be a certain factor in the organization's success. A strong dynamic and adaptive organizational culture is an ideal organizational culture model. A strong culture will influence individual behavior so that organizational actors can achieve goals, while a dynamic and adaptive organizational culture will make the organization flexible and responsive to changes in the internal and external environment (Yudianti 2021).

In the last five years (2017-2021), the organizational work culture developed by the Government of Tuban Regency is an organizational culture with organizational values "Tuban Bumi Wali," the main behavior of which is to uphold religious values as a foundation providing excellent service to the community with specific targets. If you want to achieve this work culture, it can be implemented by all Regional Apparatus organizations, abbreviated as OPD, and sub-districts in Tuban Regency with a target of 26 OPDs and 20 sub-districts. The activities carried out to achieve this organizational culture are routine awareness in each OPD and the application of innovations to improve service to the community.

The Tuban Regency Government, an organizational system, includes a series of sub-systems in the form of personnel who have measurable performance, namely the performance of all ASNs serving in the local Government. The performance of the Tuban Regency Government starts from the planning, budgeting, and reporting processes. This is done so that the running system can be implemented with optimal accountability or, in other words, the Government Agency Performance Accountability System or SAKIP. The SAKIP can be an illustration of the results of efforts to instil organizational culture and increase welfare carried out for the State Civil Apparatus, which is carried out based on Presidential Regulation Number 29 of 2014 concerning the Government Agency Performance Accountability System and Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 12 of 2015 concerning Guidelines for Evaluation and Implementation of Government Agencies Performance Accountability Systems. In these two regulations, the assessment categories consist of an order of values, namely >90-100 AA rating category with very satisfactory interpretation, >80-90 A rating category with satisfactory interpretation, >70-80 BB rating category with very good interpretation, >60-70 category B rating with good interpretation, >50-60 CC rating category with sufficient interpretation, >30-50 C rating category with poor interpretation and >0-30 D rating category with very poor interpretation (Peraturan Presiden 2014).

Furthermore, from the initial data obtained by researchers from the regional government organization section of Tuban Regency, in the last five years, the SAKIP value obtained by the Tuban Regency Government was as follows: in 2017, the value was 61.29 category B, in 2018 the value was 67.92 category B, in 2019 the value was 69.00 category B, in 2020 the value was 69.67 category B and in 2021 it obtained the same category, namely B with a value of 69.40. From this data, it can be concluded that over five years, the SAKIP value has not increased or stagnated in category B (Suseno 2021).

Based on an accountability system carried out by all Regional Apparatus Organizations, it can run optimally if the ASN performance in the local Government is also running optimally because they have a strategic role in coordinating tasks in all Regional Organizations. Therefore the Government of Tuban Regency always strives to improve the performance of ASN through instilling an organizational culture of "Tuban Bumi Wali" and providing Income Improvement Allowances; where with these two things, it is hoped that ASN can increase, of course, it is hoped that work motivation and job satisfaction which mediate increased performance will also increase. Realizing this, in the last 5 (five) years, from 2017 to 2021, the Government of Tuban Regency has done two things. The first is to instil a massive "Tuban Bumi Wali" organizational culture in all State Civil Apparatuses within the Tuban Regency Government. The second benefit ASN, and there is even a significant change, namely in 2020, where the lowest value was Rp. 200,000.0) after experiencing a change in the lowest value to Rp. 570,000.00, or an increase of 185%, and the highest value was Rp. 900,000.00 after experiencing a change in the highest value to IDR 11,731,500.00 or an increase of 1,203.5% (Nawang Sari et al. 2021).

From the data above, what then becomes the problem is that it turns out that the Regional Government's hopes that the massive application of the "Tuban Bumi Wali" organizational culture and increasing Income Improvement Allowances for ASNs to improve performance over the same period have not been able to improve SAKIP, this is evidenced with the still stagnant SAKIP score obtained by the Government of Tuban Regency, this study aims to measure how much influence organizational culture and well-being have on performance through the intervening variables of work motivation and job satisfaction. This study also aims to discuss in more depth the conditions of the Regional Government of Tuban Regency regarding organizational culture and welfare, their influence on work motivation, job satisfaction, and the performance of the state civil apparatus in the Tuban regency government."

## 2. Literature Review

Regional Government is an organization that is a system, namely a series and relationships between parts that work together as a whole. Each component is a sub-system with a wealth of systems for itself. There is a close relationship between individual performance and organizational performance. In other words, if the organizational culture and employee welfare are good, organizational performance will likely be good (Sahputra 2020). Therefore the organization must pay attention to the human resource factor. Organizational goals that have been set are conditions that have been agreed upon by all members of the organization. Thus organizational goals can be achieved if all members of the organization are willing to cooperate and their activities can be well coordinated; besides that, employees are motivated and given awareness to comply with regulations so that good work results will be created. Besides that, a conducive work environment is needed (Noorainy 2017).

As with the research on local Government conducted by Endang Sri Wahyuni, it was concluded that organizational culture variables affect the performance of the local government apparatus (Wahyuni and Rosmida 2016). The organizational culture of the local Government is very clear in terms of real conditions and how the organization can carry out its leading role to other members of the organization, both internally and externally. That means that the role played by all ASNs in the Regional Government is very strategic, and this role can be seen in terms of the position of the main tasks and functions carried out by all ASNs in the regional Government, from the staff to the top leadership, namely the Regent.

On the other hand, welfare can be interpreted as a condition in which a person can fulfil basic needs such as food, clothing, shelter, clean drinking water, and educational opportunities and has adequate employment that can support his quality of life so that he has a social status that leads to social status. the same social status as other citizens (Watunglawar and Leba 2020) From this understanding, if it is specifically drawn on the condition of the State Civil Apparatus in Tuban Regency, then they can be said to be prosperous when their basic needs and secondary needs can be met.

The accountability for the performance of government agencies should not be seen unilaterally from the implementation and monitoring system. More than that, the behavioural approach in organizational studies must look at the psychological system, especially considering the organization's human component. Experts from this behavioural approach see the organization as an empirical reality in the field rather than seeing the organization as an established normative model. Its main concern lies in how humans behave in organizations, so this approach is more humane, which is different from the experts of classical theory, which are mechanical.

The Hawthorne experiment then became a stimulus for the emergence of several new thoughts, but still within the framework of this humanistic approach to behaviour, such as Mary Parker Follets and Chester L Barnard. Follets emphasizes the group principle in his study of organizational phenomena because Follets believes that groups take precedence over individuals, allowing individuals to develop fully. In Follets' view, organizing is a social process, and the organization must be seen as a social system. The main theme of Follets' ideas is about participation, cooperation, communication, coordination, and division of authority. Follets' ideas started not far from the principles put forward by classical theorists, especially his beliefs about delegating authority to subordinates, but Follets emphasized the role and importance of groups. His attention to how groups form and play their roles and how the involvement of subordinates in creating organizational success became his important contribution to the development of organizational theory at that time. Follets later became known as a figure in the theory of management administration (Berman and Van Buren 2015; Ryan and Scott 1995).

Chester L. Barnard, through his work *The Function of the Executive*, describes his experience as a management practitioner explaining human behaviour at work. Barnard emphasizes cooperation as the main means to achieve individual and organizational success. Barnard relates the needs of the formal organization to the needs of individuals and informal groups within the formal organization. This is a new view in organizational theory, especially in explaining how an organization operates and the existence of individuals and informal groups (Keon and Barnard 1986).

Understanding this context, "General System Theory" which uses the system as the basis for its understanding of organizational phenomena and not only understands how organizations function but also understands how organizations interact with their environment, the instruments in this theory will be able to open up the relationship issues and impacts that occur on district government. Tuban. At the next level, awareness of the existence of many problems in satisfying different human interests, where there will be important demands of the bureaucratic structure, Bakke suggests a fusion process. Organizations in a certain position will be aware of many problems in the process of human goals where there will be demands from the bureaucratic structure.

## 3. Research Methods

The research method used in this study is associative quantitative with an approach based on the philosophy of positivism. This associative quantitative research examines the interplay between variables (Fraserhealth 2018). In this study, the variables tested were: organizational culture, well-being, work motivation, job satisfaction, and performance.

The population of this study was all State Civil Servants working in Tuban Regency government agencies, those in the regional secretariat and council secretariats, agencies and agencies, BUMD, and District/Kelurahan, which totalled 7,273. Furthermore, the sampling technique used is Multi-Stage Random Sampling (Tongco 2007). The first step is taking samples through random sampling with the Slovin formula with the results of 383 respondents. The second stage with Proportional Random Sampling (Bhandari P 2020). The distribution of the Sample (Respondents) of the State Civil Apparatus in the Government of Tuban Regency is as follows;

Table 1. Distribution of State Civil Apparatus Samples in the Tuban Regency Government

No	OPD name	ASN population	Respondents
1	Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia	53	3
2	Badan Kesatuan Bangsa Dan Politik	20	1
3	Badan Penanggulangan Bencana Daerah	24	1
4	Badan Pengelolaan Keuangan, Pendapatan Dan Aset Daerah	80	4
5	Badan Perencanaan Pembangunan Daerah	34	2
6	Dinas Kebudayaan, Pemuda, Olah Raga Dan Pariwisata	57	3
7	Dinas Kependudukan Dan Pencatatan Sipil	50	3
8	Dinas Kesehatan, Pengendalian Penduduk Dan Keluarga Berencana	922	49
9	Dinas Ketahanan Pangan, Pertanian Dan Perikanan	121	6
10	Dinas Komunikasi Dan Informatika, Statistik Dan Persandian	32	2
11	Dinas Koperasi, Usaha Kecil Dan Menengah Dan Perdagangan	123	6
12	Dinas Lingkungan Hidup Dan Perhubungan	195	10
13	Dinas Pekerjaan Umum Dan Penataan Ruang PRKP	193	10
14	Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu	29	2
15	Dinas Pendidikan	3999	210
16	Dinas Perpustakaan Dan Kearsipan	27	1
17	Dinas Sosial, P3A Serta Pemberdayaan Masyarakat Dan Desa	47	2
18	Dinas Tenaga Kerja Dan Perindustrian	26	1
19	Inspektorat	51	3
20	Kecamatan Bancar	17	2
21	Kecamatan Bangilan	23	1
22	Kecamatan Grabagan	22	1
23	Kecamatan Jatirogo	25	1
24	Kecamatan Jenu	22	2
25	Kecamatan Kenduruan	18	1
26	Kecamatan Kerek	13	1
27	Kecamatan Merakurak	22	1
28	Kecamatan Montong	13	1
29	Kecamatan Palang	30	2
30	Kecamatan Parengan	23	1
31	Kecamatan Plumpang	28	1
32	Kecamatan Rengel	21	1
33	Kecamatan Semanding	41	2
34	Kecamatan Senori	27	1
35	Kecamatan Singgahan	22	1
36	Kecamatan Soko	37	2
37	Kecamatan Tambakboyo	22	1
38	Kecamatan Tuban	105	6
39	Kecamatan Widang	20	1
40	RSUD Dr. R. Koesma	360	19
41	RSUD R. Ali Manshur	38	2
42	Satuan Polisi Pamong Praja Dan Pemadam Kebakaran	64	3
43	Sekretariat Daerah	146	8
44	Sekretariat DPRD	31	2
	Jumlah	7273	383

### 3.1 Research Variables and Operational Definitions of Variables

In this study, the influence of the independent variable (X) on the dependent variable (Y) will be sought. The

independent variables are organizational culture (X1) and welfare (X2), and the dependent variables are work motivation (Y1), job satisfaction (Y2), and the performance of the State Civil Apparatus (Y3). Furthermore, operational definitions and indicators are made from the variables above, as seen in table 2.

Table 2. Operational Definitions and Indicators

No	Variabel	Definisi Operasional	Indikator
1.	Organizational culture (X <sub>1</sub> )	A system that is adhered to and guided by all organization members so that it can be used as identity, commitment, social system stability and behaviour for the State Civil Apparatus in the Government of Tuban Regency. Which is summarized in the organizational culture of "Tuban Bumi Wali".	<ul style="list-style-type: none"> <li>✓ Identity</li> <li>✓ Commitment</li> <li>✓ Social System Stability</li> <li>✓ Behaviour</li> </ul>
2.	Well-being (X <sub>2</sub> )	A situation where the State Civil Apparatus in the Government of Tuban Regency can meet their basic needs because they have increased income, family health and economic investment.	<ul style="list-style-type: none"> <li>✓ Income Increase</li> <li>✓ Family Health</li> <li>✓ Economic Investment</li> </ul>
3.	Work motivation (Y <sub>1</sub> )	A series of attitudes and values that influence the State Civil Apparatus in the Tuban Regency Government are at least in the form of responsibility, work performance, opportunities for advancement, recognition and challenging jobs.	<ul style="list-style-type: none"> <li>✓ Responsibilities</li> <li>✓ Job Performance</li> <li>✓ Opportunity to Advance</li> <li>✓ Confession</li> <li>✓ Challenging work</li> </ul>

Source: Research Data Processing Results (2022)

### 3.2 Data Analysis Techniques

Data analysis techniques are interpreted as a way of carrying out data analysis, aiming to process the data to answer the problem formulation in 2 ways: descriptively and quantitatively. In this research, the Component-Based Structure Equation Model (SEM) was tested using the Generalized Structured Component Analysis (GeSCA) program (Grace 2008).

#### 3.2.1 Structure Equation Model (SEM)

Generalized Structured Component Analysis (GeSCA) developed by Heungsun Hwang, the goal is to replace factors with linear combinations of indicators (manifest variables) in SEM (Henseler 2012). This analytical approach uses the least squares method in the parameter estimation process.

Structural Equation Modeling (SEM) is a statistical technique used to build and test statistical models, usually causal models. SEM is a hybrid technique that includes assertive aspects of factor analysis, path analysis, and regression, which can be considered special cases in SEM.

The reasons behind the choice of the GeSCA method in this study are as follows: The model formed in this study's conceptual framework shows a tiered causal relationship. With so many relationships and stages, the problems and goals to be achieved can only be solved with the help of a structural model; GeSCA is an analytical tool that is suitable for simulating model development with the right model selection criteria using the greatest goodness of fit (AFIT); This study uses latent variables that are measured through indicators. GeSCA is suitable to be used to confirm the unidimensionality of various latent variable indicators, both reflective and formative indicators; GeSCA is a powerful analysis method that is not based on many assumptions and allows analysis of a series of several latent variables simultaneously to provide statistical efficiency; The GeSCA method is easier to operate and specifies reflective and formative indicator models. This is because GeSCA does not require certain distribution assumptions and does not require index modifications (Hsu, Chen, and Hsieh 2006).

Referring to the reasons for choosing the GeSCA model, the researcher realizes that using this method, and there are several underlying assumptions in its use. GeSCA assumptions are only related to structural modelling and not related to hypothesis testing, namely: (1) the relationship between latent variables is linear and additive, testing can be done with SPSS software through the curve fit approach, and (2) sample size in GeSCA is based on resampling (bootstrapping) does not require a large sample and can be a non-probability sampling technique.

#### 3.2.2 Generalized Structured Component Analysis (GeSCA)

Generalized Structured Component Analysis (GeSCA) is a new method proposed by Hwang and Takane in 2004. GeSCA is part of Component-Based SEM and offers global least square optimization criteria, which consistently minimizes to obtain model parameter estimates. GeSCA also features overall model fit sizes.

GeSCA includes a measurement model that describes the relationship between indicators and constructs and a structural model that links constructs. GeSCA provides a measure of overall model fit called FIT. FIT values range from 0 to 1. The greater the FIT value, the greater the variance of the data that the model can explain.

However, the FIT value is affected by the complexity of the model, so the Adjusted FIT (AFIT) has been developed, which includes the following model complexity:

$AFIT = 1 - (1 - FIT) \frac{do}{in}$  Where,

do = NJ degrees of freedom for the null model (W = 0 and A = 0)

di = NJ - P, the degree of freedom of the model being tested, and P is the number of independent parameters

GeSCA also provides two additional measures of model fit: unweighted least square GFI and SRMR (standardized root mean square residual). GFI values close to 1 and SRMR close to 0 indicate a good fit.

### 3.3 Structural Equation Model and Formulas

The results of the path coefficient, applied to the research model as follows:

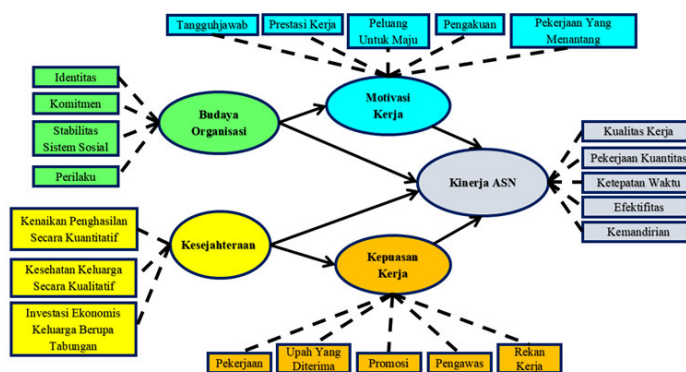


Figure 1. Research Model

Furthermore, from the model the structural equation can be formed as follows:

$$\eta_1 = \gamma_1 \xi_1 + \zeta_1 \dots \dots \dots (1)$$

$$\eta_2 = \gamma_2 \xi_2 + \zeta_2 \dots \dots \dots (2)$$

$$\eta_3 = \gamma_3 \xi_1 + \gamma_4 \xi_2 + \beta_1 \eta_1 + \beta_2 \eta_2 + \zeta_3 \dots \dots \dots (3)$$

Where:

- $\xi_1$  : Ksi, Organizational Culture, the first exogenous variable;
- $\xi_2$  : Ksi, Welfare, the second exogenous variable;
- $\eta_1$  : Eta, Work Motivation, the first endogenous variable;
- $\eta_2$  : Eta, Job Satisfaction, the second endogenous variable;
- $\eta_3$  : Eta, Performance, the third endogenous variable;
- $\gamma_1, \gamma_2, \gamma_3, \gamma_4$  : Direct relationship between exogenous and endogenous variables
- $\beta_1, \beta_2$  : Direct relationship between endogenous and endogenous variables
- $\zeta_1, \zeta_2, \zeta_3$  : Zeta, error variabel endogen

## 4. Results and Discussion

The confirmatory factor analysis (CFA) model can examine variable unidimensionality. Unidimensionality is necessary for reliability analysis and constructs validity (Anderson dan Gerbing, 1991 dalam Ferdinand, 2002). The criterion for measuring the model's feasibility is the goodness of fit index (GFI) value. The minimum expected value for GFI is 0.90 (Hair, 1995).

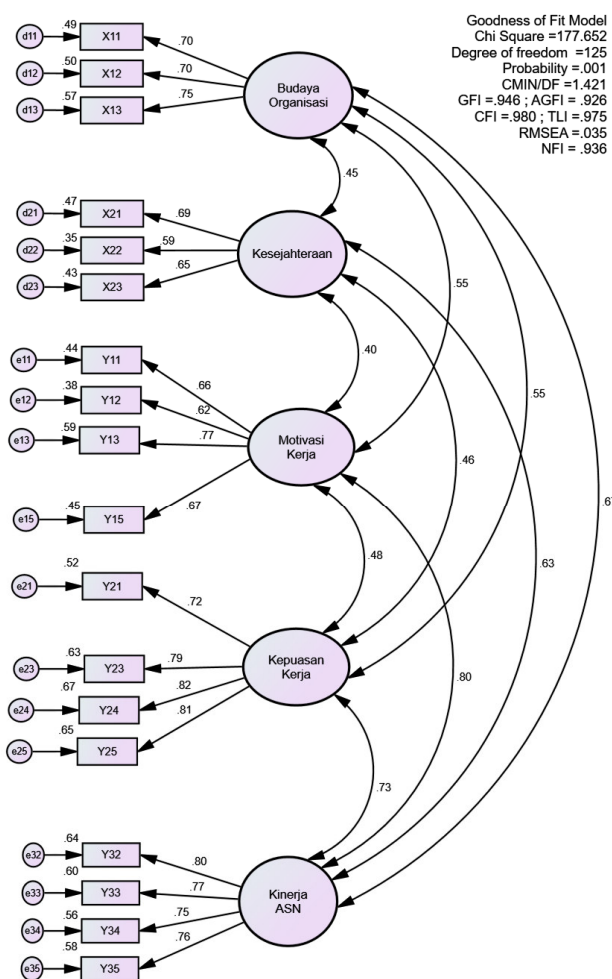


Figure 2. CFA models

The fit model results on the CFA model, chi-square = 177.652 ( $p = 0.000$ ), GFI = 0.946, AGFI = 0.926, CFI = 0.980, TLI = 0.975, RMSEA = 0.035 and NFI = 0.936. Overall the fit of the model from various model fit indices explains the existence of a high model fit. The model results explain that GFI and AGFI are worth more than 0.90 and RMSEA is less than 0.08, indicating an absolute good fit. While CFI and TLI are worth more than 0.95 and NFI is more than 0.90, indicating a good incremental fit. Good fit models exist in all model fit indices, namely GFI, AGFI, CFI, TLI and RMSEA.

The measurement model in the hypothesis model has good validity and reliability. The loading factor in the 0.593 - 0.820 is good because it is worth more than 0.50. The reliability of each construct is also good. The composite reliability value in the range of 0.700 – 0.866 has exceeded the recommended limit of 0.70. Likewise, construct reliability, measured by the AVE value, is in the range of 0.500 – 0.619, reaching the marginal or exceeding the recommended limit of 0.50.

Table 3. Construct Validity and Reliability

Variable	Indicator	Loading Factor	Composite Reliability	Average Variance Extracted (AVE)
Organizational culture (X1)	Identity	0.702	0.764	0.519
	Commitment	0.704		
	Stability	0.755		
Well-being (X2)	Investment	0.654	0.700	0.500
	Health	0.593		
	Income	0.685		
Work motivation (Y1)	Challenge	0.672	0.776	0.500
	Opportunity	0.767		
	Achievement	0.619		
	Responsibility	0.661		
Job satisfaction (Y2)	Profession	0.722	0.866	0.619
	Supervisor	0.820		
	Promotion	0.793		
	Colleague	0.809		
Work ASN Performance (Y3)	Effective	0.747	0.854	0.594
	Quantity	0.800		
	Independent Time	0.775		

In the hypothetical model, the position of work motivation and job satisfaction is a mediating variable in the relationship between organizational culture and welfare on ASN performance. So that in the hypothetical model, the results of the direct effect test and the indirect effect will be shown. The fit model results for the hypothetical model, chi square = 297.122 (p=0.000), GFI = 0.918, AGFI = 0.891, CFI = 0.936, TLI = 0.924, RMSEA = 0.062 and NFI = 0.892. Overall the fit of the model from various model suitability indices explains that there is a good fit of the model.

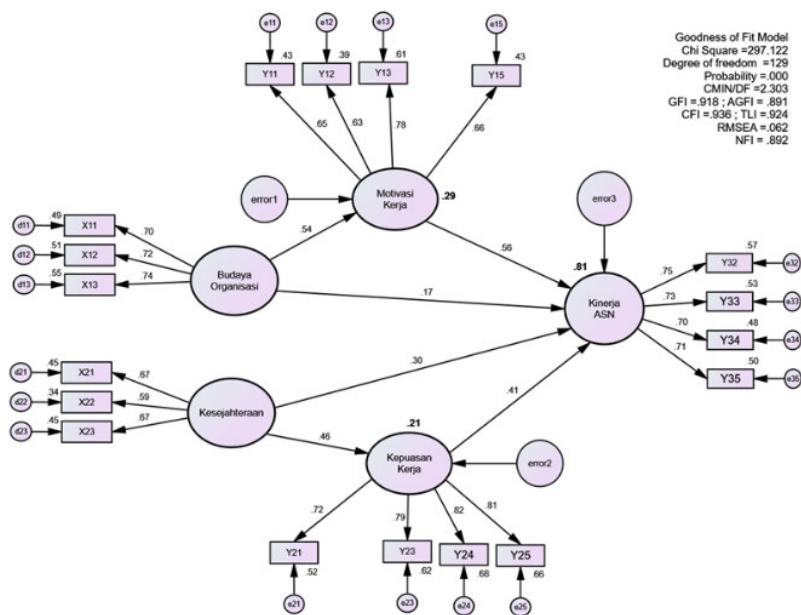


Figure 3. Hypothetical Model



Table 4. Path Coefficient Test Results

			Standardized Regression Weight	C.R.	P
<b>Endogen Motivasi Kerja (Y1)</b> R <sup>2</sup> = 0.294					
Motivation	<---	Culture	0.542	7.228	<0.001
<b>Endogen Kepuasan Kerja (Y2)</b> R <sup>2</sup> = 0.208					
Satisfaction	<---	Well-being	0.456	5.795	<0.001
<b>Endogen Kinerja ASN (Y3)</b> R <sup>2</sup> = 0.811					
Performance	<---	Culture	0.165	2.688	0.007
Performance	<---	Well-being	0.299	4.696	<0.001
Performance	<---	Motivation	0.565	8.024	<0.001
Performance	<---	Satisfaction	0.405	6.890	<0.001

Furthermore, two indirect effects will be explained in the hypothetical model to test whether work motivation and job satisfaction play a role in mediating the influence of organizational culture and welfare on ASN performance.

Table 5. Results of Direct, Indirect and Total Influence

Variable relationship	Direct Influence	Indirect Influence	Total Impact
Culture --> Motivation	0.542	-	0.542
Well-being --> Satisfaction	0.456	-	0.456
Culture --> Performance	0.165	0.306	0.471
Well-being --> Performance	0.299	0.185	0.484
Motivation --> Performance	0.565	-	0.565
Satisfaction --> Performance	0.405	-	0.405

The indirect effect of organizational culture on ASN performance through work motivation is 0.306. The magnitude of this indirect effect is obtained from the direct effect of 0.542 from organizational culture on work motivation with a direct effect of 0.565 from work motivation on ASN performance, namely  $0.542 \times 0.565 = 0.306$ . The two coefficients on the path of organizational culture, work motivation and ASN performance are tested to be significant, so an indirect effect of 0.306 is significant.

The indirect effect of welfare on ASN performance through job satisfaction is 0.185. The magnitude of this indirect effect is obtained from the direct effect of 0.456 from welfare on job satisfaction, with a direct effect of 0.405 from job satisfaction on ASN performance, namely  $0.456 \times 0.405 = 0.185$ . The two coefficients on the path of welfare, job satisfaction and ASN performance are significant, so the indirect effect of 0.185 is significant.

## 5. Conclusion

The path coefficient of 0.542 ( $p < 0.001$ ) from organizational culture on work motivation is significant. The path coefficient of 0.456 ( $p < 0.001$ ) from welfare to job satisfaction is significant. The path coefficient of 0.165 ( $p = 0.007$ ) from organizational culture on ASN performance is significant. The path coefficient of 0.299 ( $p < 0.001$ ) from welfare to ASN performance is significant. The path coefficient of 0.565 ( $p < 0.001$ ) from work motivation on ASN performance is significant. The path coefficient of 0.405 ( $p < 0.001$ ) from job satisfaction to ASN performance is significant.

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