

## The Influence of Individual Characteristics, Job Characteristics and Organizational Culture on Employee Performance Mediated By Job Satisfaction (Study on Inseminators of Animal Husbandry and Fisheries Department of Blora Regency)

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### Abstract

*This study aims to determine how much influence of individual characteristics, job characteristics and organizational culture on employee performance mediated by job satisfaction of inseminators of Animal Husbandry and Fisheries Department of Blora Regency (DINAKIKAN). The data used is the data by distributing questionnaires to 69 inseminators of Dinakikan of Blora Regency. To analyse the data, statistical analysis used structure equation modelling (SEM) and processed with Smart PLS application. The result shows that organizational culture has no effect on job satisfaction. Organizational culture has a positive influence on employee performance. Individual characteristics have a positive influence on job satisfaction. Individual characteristics have a positive influence on employee performance. Job characteristics have a positive influence on job satisfaction. Job characteristics do not have a positive influence on employee performance. Job satisfaction has a positive influence on employee performance. Job satisfaction is able to mediate the relationship between job characteristics and employee performance. Job satisfaction is not able to mediate the relationship between individual characteristics and employee performance. Job satisfaction is not able to mediate the relationship between organizational culture and employee performance*

*Keywords: Individual Characteristics, Job Characteristics, Organizational Culture, Job Satisfaction, Employee Performance*

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### A. Introduction

An organization or agency is not able to achieve its goals without the role of human resources. In order for organizational or agency goals to be achieved, the need for human resources who have the skills to do their jobs is very important. Apart from being required to be professional in carrying out his work, an employee should also have the desire to fully contribute to the institution where he works. Animal Husbandry and Fisheries Department (DINAKIKAN) in accordance with their duties and functions, namely carrying out government affairs in the fields of animal husbandry, animal health and fisheries, one of the targets in the Medium Term Development Plan is to increase the livestock population and animal health with one of the target indicators being the fulfillment of animal protein availability, including is beef as a source of protein with a target of 100%, meaning that the Animal Husbandry and Fisheries Department (DINAKIKAN) of Blora Regency is tasked with ensuring the fulfillment of beef needs for the people of Blora Regency. To achieve these target indicators, the role of the Inseminator is very important in increasing the number of cattle populations. Therefore, Inseminators must be serious about achieving high cow pregnancy rates with Artificial Insemination technology.

Inseminators are officers who have been certified and assigned by the relevant agency to carry out artificial insemination of female cattle (cows) owned by breeders. The inseminator plays an important role because it is the spearhead in carrying out the insemination task. The performance of the Inseminators reflects the success of this service (OPD), because they are tasked with providing quality public services every day. Because in the end, it will be the elements outside the government or Users who will be judged by government agencies, so it is the duty of this agency to improve the performance of all its employees, one of which is the Inseminator. The inseminator has good performance results if it is able to work towards the target by applying

the Standard Operating Procedures that have been prepared by the agency. An employee's performance is said to be good if he has worked according to the regulations made (Nguyen et al., 2020). According to (Kundi et al., 2020) suggests that the term performance is work performance or actual achievement achieved by employees after carrying out their work according to their responsibilities.

In the era of bureaucratic reform, the bureaucracy has become a facility for state administrators to produce good goods/services. In the end, it is the elements outside the government or the users who judge the bureaucracy. Animal Husbandry and Fisheries Department (DINAKIKAN) of Blera Regency is encouraged to understand the importance of service quality and the importance of evaluating and then improving and carrying out activities to improve the quality of service to the community, one of which is a policy of rewarding and punishing inseminators. Rewards and punishments are two methods of supporting public servants to provide excellent service and improve their performance. Rewards and punishments are an obligation for government agencies in the era of bureaucratic reform (RB). The application of rewards and punishments is in line with Law no. 17 Years 2007 concerning the RPJPN 2005-2025 which mandates the utilization of the state apparatus to be carried out through RB in order to create a professional state apparatus and create an effective, efficient, transparent and accountable government system.

The Animal Husbandry and Fisheries Department (DINAKIKAN) of Blera Regency in carrying out its main duties and functions is also experiencing problems, especially at this time when the whole world is being hit by the COVID-19 Pandemic, which has had an impact on several things including refocusing the budget on several local government activities, then the order the new normal which is increasingly becoming a challenge, especially for public servants such as Inseminators who interact directly with the community and must continue to provide excellent service to the community while continuing to carry out government recommendations to implement health protocols.

Several programs and activities support the Inseminators in providing services to the community, including the Special Efforts for Obligatory Breeding Cows (UPSUS SIWAB) in 2019 whose funds came from the State Budget through TP carried out by the DISNAKESWAN Central Java Province, the Inseminators were given honorariums at outside salary to perform services namely Artificial Insemination, Pregnancy Examination and Birth Registration. For each Artificial Insemination service, the Inseminators receive an honorarium of Rp. 30,000.00/dose, a pregnancy examination fee of Rp. 30,000.00 and for birth registration the officers are given an honorarium of Rp. 10,000.00/head. Inseminators at the Blera Animal Husbandry Service, apart from having certification as Inseminators, also have competence in the field of pregnancy examination, so that one Inseminator officer can receive all three honorariums. Performance of the Inseminators in carrying out their duties can be seen in Table 1 as follows :

Table 1. Inseminator Performance Targets and Achievements

No.	Services	Unit	Target	Achievements	%
1.	Artificial Insemination	Dose	116.400	118.551	101,85
2.	Pregnancy Checking	Tail	97.097	33.955	34,97
3.	Birth Registration	Tail	54.320	26.494	48,77

Source : Dinakikan, Blera Regency (2019)

Based on Table 1, it can be seen that the officers in carrying out their duties in providing insemination services were very good, indicated by achievements that exceeded the target. However, the performance of pregnancy check-up and birth registration services is still low. In

fact, the success of the performance of the Inseminators should be seen from the high birth rate of cattle in Blora Regency. For this reason, RAISED must be able to pay attention to the characteristics that exist, including individual characteristics, job characteristics and organizational culture. Where these characters are very influential on employee performance.

According to (Donnelly et al., 1987) explains that psychological factors, job satisfaction and organizational factors such as organizational culture, will affect performance. The level of performance tends to be influenced by the prevailing organizational culture. Employee performance will run in accordance with the culture adopted in the institution. In addition, the application of organizational culture will also shape the character of its employees by itself in carrying out their duties in achieving company goals.

Judge & Robbins (2017) argues that there are several individual characteristics, consisting of age, gender, marital status, number of dependents and years of service. Employees who have good characteristics will make it easier for these employees to do their jobs, so that the resulting employee performance can be optimal. Mature age and having more experience than other employees will also affect performance, where they will be more calm in dealing with problems while carrying out their work.

Not only individual characteristics, job characteristics can also affect employee performance. Job characteristics can also affect performance, such as skill diversity, task identity, task significance, autonomy, and feedback (Robbins et al., 2014). According to (James & Stoner, 1995), job characteristics or job characteristics are attributes of an employee's duties including the amount of responsibility, variety of tasks, and extent to which job itself gives satisfaction.

Meanwhile, job satisfaction is an intermediary variable, where satisfaction in one's work is based on the employee's willingness to complete each task that will be given by the leader. An employee who works hard in carrying out his duties will be proud of what he has done. However, the obstacles that will arise if employees experience problems both internal and external. Therefore job satisfaction in employees is the most important thing that must be owned by the organization/company. Through job satisfaction it can be seen the strengths and weaknesses of a person in carrying out his work. If the employee is satisfied when working, the employee will increase his productivity, but if the employee is dissatisfied it will result in a decrease in employee performance.

## Literature Review

### Attribution Theory

Attribution theory was first discovered by Heider in 1958. Attribution theory assumes that people try to determine why people do what they do. There are three stages that underlie the process of an attribution according to Heider (1958) in Malle (2011), namely:

- a) Someone must see or observe a behavior.
- b) One must believe that the behavior is intentional
- c) A person must determine whether or not they believe that someone else was coerced into carrying out the behavior.

Basically attribution theory states that when individuals observing someone's behavior, they try to determine whether the behavior is caused internally or externally (Purnaditya & Rohman, 2015). Behavior that is caused internally is behavior that is under the individual's own personal control in a conscious state, such as personality traits, awareness, and abilities. Meanwhile, behavior that is caused externally is behavior that is influenced from outside, meaning that individuals will be forced to behave because of situations or the environment such as social influence from other people.

Attribution is a process of impression formation. Attribution refers to how people explain the causes of other people's behavior or themselves. Attribution theory is a theory that discusses

the causes of a person's behavior or ourselves, which will later form an impression. The impression formed will be concluded as factors that influence the behavior of others. According to (Judge & Robbins, 2017) determining whether behavior is caused internally or externally is influenced by three factors namely:

a) Specificity.

Specificity means someone will perceive other individuals behave differently in different situations. If a person's behavior is considered normal, it will be assessed as an internal attribution. Conversely, if the behavior is considered something extraordinary then other individuals who act as observers will provide external attributions.

b) Consensus.

Consensus means if everyone has the same views in responding to someone's behavior in same situation. If the consensus is high, then it is included internal attribution. Conversely, if the consensus is low, then including external attribution.

c) Consistency, that is if someone assesses the behavior of others with the same response from time to time. The more consistent the behavior, people will attribute it to internal causes

If these three things are fulfilled, there will be external attribution. But if not, it will be stated as a result of one's own condition (internal attribution).

### **Individual Characteristics**

Individual characteristics are an important element in the human resource management function. Individual characteristics are factors from within a person that can influence his behavior when getting experience or goods and services. Meanwhile (Donnelly et al., 1987) said that experience, background, skills and abilities are elements of individual characteristics. On the basis of this understanding, we can conclude that individual characteristics are an interest in something, how he responds to the environment, work and himself, as well as competence in terms of work, emotions, and beliefs about values.

### **Job Characteristics**

The meaning is the design of a job that involves individuals (Robbins et al., 2014). According to (Rai & Maheshwari, 2020) job characteristics are the attributes of the employee's duties and include the number of responsibilities.

### **Organizational Culture**

According to (Meng & Berger, 2019), organizational culture is a system adopted by members of the organization in solving problems, forming the ability of employees to adapt to the environment and uniting all members of the organization, for this reason when there are new employees it is necessary to be guided by the correct system that applies in the organization.

### **Job Satisfaction**

Job satisfaction is mental, physical, environmental satisfaction of employees, and level of job satisfaction can be determined by asking employees about the level of job satisfaction. This satisfaction is abstract and invisible, and can only be found when the results of the work reach the desired level. Job satisfaction describes it as "an emotional response resulting from the fulfillment felt by employees of their needs and what the company believes in (Agbozo et al., 2017).

### **Performance**

Performance is work performance, ratio between work results and established standards. Someone who carries out work according to his responsibilities with good results both in terms of quality and quantity is called performance (Wu et al., 2019). Performance is a person's success

over a certain period of time in carrying out tasks compared to predetermined work standards and targets that have been mutually agreed upon (Wahyudi, 2018).

### **Hypothesis Development**

#### **a) Influence of Individual Characteristics on Job Satisfaction**

Individual characteristics consist of interests, employee attitudes in work situations which are the conditions in which the person works including the type of task, the amount of responsibility and the level of satisfaction obtained from the job. In research conducted by (Riyadi, 2019) and (Hanafi, 2016) shows that individual characteristic variables affect job satisfaction. Likewise with research (Tamaka et al., 2017) concluded that individual characteristics affect performance. From the description above, the first research hypothesis is as follows:

H1: Individual characteristics have a positive and significant influence on inseminator job satisfaction.

#### **b) Influence of Job Characteristics on Job Satisfaction**

Research (Na-Nan & Pukkeeree, 2013) and (Cavanagh et al., 2020) found job characteristics to have a positive and significant effect on employee job satisfaction. Research (Adhimursandi, 2021) & (aan, 2018) found something similar, where characteristics of the work situation have a positive and significant effect on job satisfaction. The results of this study can be seen that the characteristics of a positive work situation have a direct effect on job satisfaction. This means that both variables have a positive, close, and significant effect, where the characteristics of a good work situation will increase employee job satisfaction. From the description above, the second research hypothesis is as follows:

H2: Job characteristics have a positive and significant influence on Inseminator Job Satisfaction.

#### **c) Influence of Organizational Culture on Job Satisfaction**

The results of research from (Reidhead, 2020); (Adhi Candra, 2021) show that organizational culture has a significant effect on job satisfaction and research (Sari et al., 2021), where the results of the research show that organizational culture has a positive and significant effect on job satisfaction. So, the third hypothesis of the study is as follows:

H3: Organizational Culture has a positive and significant influence on Inseminator job satisfaction.

#### **d) Influence of Individual Characteristics on Inseminator Performance**

The characteristics possessed by individuals and these individual characteristics will be brought when entering a new organizational environment, namely a company or an organization. Strengthened by the results of research from (Darma et al., 2020); (Ilhami et al., 2020) and (Tisu et al., 2020) concluded that there is an influence between individual characteristics on employee performance. So, the fourth hypothesis of the study is as follows:

H4: Individual characteristics have a positive and significant influence on inseminator performance.

#### **e) Influence of Job Characteristics on Inseminator Performance**

Research by (Hajati et al., 2018) Master of Business Administration Students, Faculty of Social Sciences Unlam Banjarmasin, they concluded that there is a partial significant effect of job characteristics on employee performance. (Alma'aita & Abdullah, 2021) also concluded that job characteristics have a positive influence on performance of employees of manufacturing companies in Jordan. So, the fifth research hypothesis is as follows:

H5: Job characteristics have a positive and significant influence on inseminator performance.

#### **f) Influence of Organizational Culture on Inseminator Performance**

Many studies on organizational culture include research by (Kuswati, 2020); (Mohsen et al., 2020) and (Fidyah & Setiawati, 2020); who concluded that there is a positive and significant influence of organizational culture on employee performance. From the description above, the sixth hypothesis of the study is as follows:

H6: Organizational Culture has a positive and significant influence on inseminator performance.

#### **g) Influence of Individual Characteristics on Inseminator Performance Mediated by Job Satisfaction**

Different attitudes, interests, abilities and needs shape individual character. According to (Karatepe et al., 2006); (Hidayah, 2018); and (Lumbanraja et al., 2018) in their research concluded that individual characteristics and the work environment have a positive effect on employee performance. From the description above, the seventh hypothesis of the study is as follows:

H7: Individual characteristics have a positive and significant relationship to inseminators performance through job satisfaction

#### **h) Influence of Job Characteristics on Inseminator Performance Mediated by Job Satisfaction**

Empirical studies found a positive and significant relationship of job characteristics and performance through job satisfaction. Research conducted by (Djastuti, 2010), (Metin & Demirer, 2021), (Karlita et al., 2020), (Adhimursandi, 2021) found that job satisfaction is able to be a mediation variable in affecting the relationship between work characteristics and employee performance. The relationship between job characteristics to employee performance through job satisfaction can be illustrated through the higher job characteristics will improve job satisfaction and positively impact performance. The influence of job characteristics on job satisfaction, where the improvement of job characteristics will result in increased job satisfaction of employees, furthermore this job satisfaction can affect employee performance. This is because satisfaction is an emotional response to positive attitudes, feelings, attitudes so that in tangible reality it becomes positive action.

H8: Job characteristics have a positive and significant relationship to inseminators performance through job satisfaction

#### **i) Influence of Organizational Culture on Inseminator Performance Mediated by Job Satisfaction**

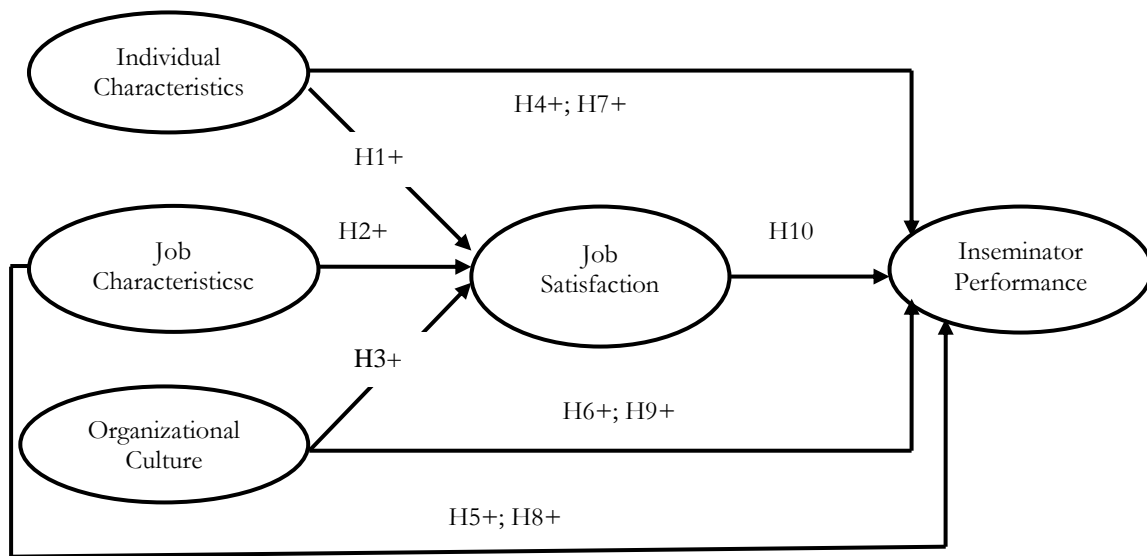
Job satisfaction can mediate the effect of organizational culture on employee performance. a well-managed organizational culture will be a guideline for employees at work and can motivate them to improve themselves, have high job satisfaction, and directly improve their performance (Wua et al., 2020). (Sugiono & Ardhiansyah, 2021) and (Fadilah et al., 2021) show a greater influence than the direct influence of organizational culture on employee performance. So that job satisfaction can be an intervening variable of the relationship between organizational culture and employee performance.

H9 : Organizational culture have a positive and significant relationship to inseminators performance through job satisfaction.

#### **j) Influence of Job Satisfaction on Inseminators Performance**

According to Robbins, job satisfaction reflects the joy or positive emotional attitude that comes from one's work experience. The joy felt by employees will have a positive impact on employees which is reinforced by research results (Omar et al., 2020); (Ratnasari et al., 2020); (Na-Nan et al., 2018) and (Egenius et al., 2020) who concluded that job satisfaction has an influence on employee performance.

H10 : Job satisfaction has a positive and significant effect on performance of inseminators.



**Fig 1. Research Model**

**B. Research Methods**

The explaining research methodology is used (Sugiyono, 2011). The population in this study were 69 inseminators at the Animal Husbandry and Fisheries Department (DINAKIKAN) Blora Regency and all of them became respondents/samples (census method). The sampling method chosen for this study was the convenience sampling method. The data obtained will be analyzed using the Partial Least Square program to test the resulting hypothesis. PLS-SEM was adopted in this study primarily to fulfill the research objective of predicting and explaining the relationship between exogenous and endogenous constructs (Hair et al., 2017).

**Operational of Variabels**

Indicators of individual characteristics (X1) from Arief (2014), namely : ability, value, attitude, interest. Indicators of job characteristics (X2) from Djastuti (2015), namely : skills variety, task identity, task significance, autonomy, job feedback. Indicators of organizational culture (X3) from Putriana et al. (2015), namely : flexibility when completing work assignments, evaluation of the results of the work and suggestions as well as an explanation of the common goals, numbness takes an attitude when facing risks, good coordination between organizational units, good communication between employees and superiors, employee performance agreement towards the organization, freedom of employees to express opinions and ideas. Indicators of job satisfaction (Z) from Moyes & Redd (2008), namely : the job itself, salary/work wages received commensurate with work, promotion of job positions obtained by employees, supervise, cooperative group/Colleagues, supportive working conditions when employees work. Indicators of inseminators performance (Y) from Guridno et al. (2020), namely: amount of work, job quality, punctuality, presence, cooperation ability.

**C. Results and Discussion**

**1. Results**

Table 2. Demographics of Respondents

Demographics	Items	Frequency	Percentage
Gender	Female	3	4.3
	Male	66	95.7
Age	20 to 30 years	8	11.6
	31 to 40 years	15	21.7
	41 to 50 years	29	42.0
	50 < years	17	24.6
Education Level	Senior	58	84.1
	High School	3	4.3
	Diploma	8	11.6
	Bachelor	0	0.0
	Master	16	23.2
Length of Work	1 to 5 tahun	27	39.1
	6 to 10 tahun	26	37.7
	10 < tahun	64	92.8
Status	Marry	5	7.2
	Not married yet		

Source: processed primary data (2021)

Table 3. Outer Model and Inner Model Evaluation

Indicators	Loading*	AVE**	Cronbach's Alpha***	Composite Reliability***	R <sup>2</sup>	Adj R <sup>2</sup>
X1.04	<b>0.695</b>	0.580	0.818	0.873		
X1.05	<b>0.753</b>					
X1.06	<b>0.786</b>					
X1.07	<b>0.813</b>					
X1.08	<b>0.756</b>					
X2.01	<b>0.751</b>	0.607	0.878	0.902		
X2.02	<b>0.686</b>					
X2.03	<b>0.914</b>					
X2.04	<b>0.846</b>					
X2.05	<b>0.682</b>					
X2.06	<b>0.771</b>					
X3.03	<b>0.776</b>	0.567	0.740	0.838		
X3.04	<b>0.618</b>					
X3.05	<b>0.711</b>					
X3.07	<b>0.883</b>					
Y01	<b>0.625</b>	0.536	0.706	0.820	0.753	0.738
Y02	<b>0.693</b>					
Y04	<b>0.850</b>					
Y05	<b>0.742</b>					
Z1.01	<b>0.673</b>	0.549	0.907	0.923	0.440	0.414
Z1.02	<b>0.661</b>					
Z1.04	<b>0.676</b>					



Indicators	Loading*	AVE**	Cronbach's Alpha***	Composite Reliability***	R <sup>2</sup>	Adj R <sup>2</sup>
Z1.06	<b>0.664</b>					
Z1.07	<b>0.822</b>					
Z1.08	<b>0.719</b>					
Z1.10	<b>0.691</b>					
Z1.11	<b>0.766</b>					
Z1.12	<b>0.826</b>					
Z1.9	<b>0.873</b>					

\*: loading >0.6

\*\* : loading >0.5

\*\*\* : value of composite reliability or Cronbach's alpha > 0.7

Source : SmartPLS Output, 2021.

Referring to Table 3, it is known that the outer loading value is more than 0.6, so it can be interpreted that the convergent validity test meets the requirements. However, there were several indicators that were omitted because they did not meet the requirements, namely indicators X1.1, X1.2, X1.3, X1.9, X1.10, X3.1, X3.2, X3.8, Z.3, Z .5 and Y.3.

Table 4. Direct Influence of Independent Variables on Dependents

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
a. Organizational Culture (X3) → Job Satisfaction (Z)	0.065	0.049	0.147	0.442	<b>0.659</b>
b. Organizational Culture (X3) → Inseminators Performance (Y)	0.486	0.480	0.122	3.999	<b>0.000</b>
c. Individual Characteristics (X1) → Job satisfaction (Z)	0.238	0.237	0.118	2.016	<b>0.044</b>
d. Individual Characteristics (X1) → Inseminators Performance (Y)	0.343	0.333	0.099	3.468	<b>0.001</b>
e. Job Characteristics (X2) → Job Satisfaction (Z)	0.531	0.537	0.146	3.652	<b>0.000</b>
f. Job Characteristics (X2) → Inseminators Performance (Y)	0.193	0.198	0.123	1.562	<b>0.119</b>
g. Job Satisfaction (Z) → Inseminators Performance (Y)	0.446	0.464	0.095	4.681	<b>0.000</b>

Source: processed primary data, 2021.

Table 5. Indirect Effect of Independent Variables on Dependents

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
a. Individual Characteristics (X1) → Job Satisfaction (Z) → Inseminators Performance (Y)	0.106	0.113	0.070	1.525	<b>0.128*</b>
b. Job Characteristics (X2) → Job Satisfaction (Z) → Inseminators Performance (Y)	0.237	0.241	0.063	3.768	<b>0.000</b>
c. Organizational Culture (X3) → Job Satisfaction (Z) → Inseminators Performance (Y)	0.029	0.015	0.070	0.417	<b>0.677*</b>

\*significant > 5%

Source: processed primary data (2021)

Following are the results of testing the mediation effect using the VAF method:

- Hypothesis 7, indirect effect ( $X1 \rightarrow Z \rightarrow Y$ ) = 0.106. The direct effect ( $X1 \rightarrow Y$ ) = 0.343, so the total effect is 0.449. VAF value =  $0.106/0.449 = 0.236$ . Category no mediating effect.
- Hypothesis 8, indirect effect ( $X2 \rightarrow Z \rightarrow Y$ ) = 0.237. Direct effect ( $X2 \rightarrow Y$ ) = 0.193, so the total effect is 0.430. VAF value =  $0.237/0.430 = 0.551$ . Partial mediation category.
- Hypothesis 9, indirect effect ( $X3 \rightarrow Z \rightarrow Y$ ) = 0.029. Direct effect ( $X3 \rightarrow Y$ ) = 0.486, so the total effect is 0.515. VAF value =  $0.029/0.515 = 0.056$ . Category no mediating effect.

## 2. Discussion

### a) Influence of individual characteristics on job satisfaction

Results showed that individual characteristics have a positive and significant impact on job satisfaction. This can be seen from the T-count ( $2.016 > T\text{-table } (1.68)$ ), or the significance level ( $0.044 < (0.05)$ ). Results of this study are in line with previous research conducted by Abidin, 2020 which showed that individual characteristics have a positive and significant effect, as well as the results of research conducted by (Riyadi, 2019), (Hanafi, 2016) and (Tamaka et al., 2017) the better the employee's sense of satisfaction at work. Individual characteristics which include interest in work, ability to carry out work, and attitude and background greatly influence inseminator job satisfaction.

### b) Influence of job characteristics on job satisfaction

Results showed that job characteristics have a positive and significant effect on job satisfaction. This can be seen from the path coefficient value of 0.531, and T-count ( $3.652 > T\text{-table } (1.68)$ ), or the significance level ( $0.000 < (0.05)$ ). Results of this study are in line with the results of previous research conducted by Research (Na-Nan & Pukkeeree, 2013) and (Cavanagh et al., 2020) which stated that job characteristics have a positive and significant effect on job satisfaction. Research by (Adhimursandi, 2021) shows that job characteristics have a positive and significant effect on job satisfaction. (aan, 2018) states that job characteristics have a significant effect on employee job satisfaction. A clear division of work including the division of areas for Inseminators in carrying out services in the Blora Regency area, freedom in completing work and evaluation of work by superiors creates a sense of job satisfaction for Inseminators.

### c) Influence of organizational culture on job satisfaction

The results show that Organizational Culture has a positive but not significant effect on Job Satisfaction. This can be seen from the path coefficient value of 0.065, and T-count ( $0.442 < T\text{-table } (1.68)$ ), or significance level ( $0.659 > (0.05)$ ). The results of this study differ from previous research by (Reidhead, 2020); (Adhi Candra, 2021) show that organizational culture has a significant effect on job satisfaction and (Sari et al., 2021) which stated that organizational culture has a positive and significant effect on employee job satisfaction.

### d) Influence of Individual Characteristics on Inseminators Performance

The research results show that Individual Characteristics have a positive and significant influence on Performance. This can be seen from the path coefficient value of 0.343, and T-count ( $3.468 > T\text{-table } (1.68)$ ), or the significance level ( $0.001 < (0.05)$ ). This is the same as the research results from (Darma et al., 2020); (Ilhami et al., 2020) and (Tisu et al., 2020) in their research stated that individual characteristics have a positive effect on employee performance.

### e) Influence of job characteristics on inseminators performance

Results of the study show that job characteristics have a positive but not significant effect on performance. This can be seen from the path coefficient value of 0.193, and T-count ( $1.562 < T\text{-table } (1.68)$ ), or the level of significance ( $0.119 > (0.05)$ ). Results of this study are different from previous research by (Hajati et al., 2018) and (Alma'aita & Abdullah, 2021) which states that there is a significant effect on performance.

**f) Influence of organizational culture on inseminators performance**

Results of the study show that Organizational Culture has a positive and significant influence on performance. This can be seen from the path coefficient value of 0.486, and T-count (3.999) > T-table (1.68), or the significance level (0.000) < (0.05). This results support previous research conducted by (Kuswati, 2020) which explained that there is a significant influence of organizational culture on employee performance. Research by (Mohsen et al., 2020) and (Fidyah & Setiawati, 2020) are also in line with research by stating that there is a positive and significant influence of organizational culture on employee performance.

**g) Influence of individual characteristics on inseminators performance through job satisfaction**

Results of the study show that individual characteristics have no significant effect on performance through job satisfaction. This can be seen from the T-count (1.525) < T-table (1.68), or the significance level (0.128) > (0.05). This result is not supported by previous research by (Karatepe et al., 2006); (Hidayah, 2018); and (Lumbanraja et al., 2018) which shows that more supportive individual characteristics tend to be followed by higher job satisfaction and will result in higher employee performance.

**h) Influence of job characteristics on inseminators performance through job satisfaction**

Results showed that job characteristics have an influence on performance through job satisfaction. This can be seen from the T-count (3.768) > T-table (1.68), or the significance level (0.000) < (0.05). Results of this study support previous research by (Djastuti, 2010), (Metin & Demirer, 2021), (Karlita et al., 2020), (Adhimursandi, 2021) which stated that there is a direct effect of job characteristics on employee performance through job satisfaction.

**i) The influence of organizational culture on inseminators performance through job satisfaction**

Results of the study show that Organizational Culture has no effect on performance through job satisfaction. This can be seen from the T-count (0.417) < T-table (1.68), or the significance level (0.677) > (0.05). Results of this study are not supported by previous research conducted by (Wua et al., 2020). (Sugiono & Ardhiansyah, 2021) and (Fadilah et al., 2021) which concluded that organizational culture can affect performance if it is mediated by job satisfaction.

**j) Influence of job satisfaction on inseminators performance.**

Results of the study show that job satisfaction has a positive and significant effect on performance. This can be seen from the path coefficient value of 0.446, and T-count (4.681) > T-table (1.68), or the significance level (0.000) < (0.05). This result is in line with previous research by results (Omar et al., 2020); (Ratnasari et al., 2020); and (Na-Nan et al., 2018) which states that job satisfaction has an influence on employee performance. Research by and (Egenius et al., 2020) also concluded that job satisfaction has a significant effect on employee performance.

**D. Conclusion**

Job characteristics have the greatest influence on job satisfaction, therefore training, competency tests and certification are needed to increase inseminator expertise that can support the skills they have, so that they can provide excellent service to the community and then the inseminator job satisfaction increases and has an impact on their performance. It appears that from the results above, job satisfaction is able to mediate the relationship between job characteristics and inseminator performance.

Organizational culture has positif and signifikan influence on inseminators performance. In order to maintain organizational culture, it is necessary to further improve compliance with

SOPs (standard operating procedure) in carrying out tasks and provide an understanding of the objectives of Dinakikan Blora Regency.

Job satisfaction has a dominant influence on inseminators influence, to Dinakikan it is necessary to appreciate and motivate inseminators by giving awards and rewards through performance competitions for Artificial Insemination Services for inseminators.

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