

Organizational Culture and Employee Performance: The Mediating Roles of Work Motivation and Job Satisfaction

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Abstract

This study aims to analyze the influence of organizational culture on employee performance with work motivation and job satisfaction as mediating variables at the Kemayoran Complex Management Center Public Service Agency (BLU PPK Kemayoran). This study employed a quantitative approach with an explanatory research design. Primary data were collected through a questionnaire using a six-point Likert scale from 138 employees of BLU PPK Kemayoran. Data were analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) through the evaluation of the measurement and structural models. The findings indicate that organizational culture has a positive and significant effect on employee performance, with a path coefficient of 0.363 and a p-value of 0.005. Organizational culture also has a positive and significant effect on work motivation, with a coefficient of 0.812 and a p-value of 0.000, and on job satisfaction, with a coefficient of 0.614 and a p-value of 0.000. In contrast, work motivation does not have a significant direct effect on employee performance (coefficient = 0.208; p-value = 0.138), and job satisfaction also does not have a significant effect on employee performance (coefficient = -0.008; p-value = 0.935). The indirect-effect test further shows that work motivation does not mediate the relationship between organizational culture and employee performance (coefficient = 0.003; p-value = 0.972), while job satisfaction also does not significantly mediate the relationship (coefficient = -0.133; p-value = 0.246). These findings indicate that organizational culture has a stronger direct relationship with employee performance than through the mediating mechanisms of work motivation and job satisfaction.

INTRODUCTION

Public Service Agencies (Badan Layanan Umum/BLU) constitute part of the Indonesian public administration system designed to improve the quality of public services while providing flexibility in financial management based on economic efficiency, productivity, and sound business practices. In this context, the success of a public service organization depends not only on organizational systems and procedures but also on the human resources responsible for implementing organizational activities. The Kemayoran Complex Management Center (Pusat Pengelolaan Komplek Kemayoran/PPK Kemayoran) is a work unit under the Ministry of State Secretariat responsible for managing the Kemayoran Complex and providing services related, among others, to land utilization and development cooperation with investors or business partners.

Organizational performance is ultimately closely associated with employee performance as employees are the primary actors responsible for implementing organizational activities. Organizational culture is one of the factors theoretically capable of shaping employee behavior, values, patterns of interaction, and work practices. Organizational culture reflects a set of values, norms, beliefs, and behaviors that serve as guidelines for organizational members in carrying out

their duties (Pattipawae, 2011). A well-understood and consistently implemented organizational culture can create a working environment that promotes order, coordination, and goal achievement. Previous studies have also demonstrated a relationship between organizational culture and employee performance (Arianto, 2013; Jufrizen, 2018; Sari et al., 2022).

The relationship between organizational culture and performance, however, does not necessarily operate solely through a direct pathway. Work motivation may serve as a mechanism explaining how organizational conditions encourage employees to exert greater effort in performing their jobs. Motivation may arise from external factors, such as supervision, rewards, and organizational policies, as well as from internal drivers within individuals (Christin & Mukzam, 2017). Job satisfaction is also theoretically associated with how employees evaluate their jobs, compensation, relationships with supervisors and coworkers, and working conditions (Luthans, 2006; Aziri, 2011).

Differences in the findings of previous studies provide a basis for re-examining the relationships among organizational culture, work motivation, job satisfaction, and employee performance in the context of a public organization. This issue is particularly relevant to BLU PPK Kemayoran, which recorded an organizational performance achievement of 124.24% of its target in 2022. This condition provides an important context for examining internal organizational factors associated with employee performance.

Based on this background, the study addresses seven main questions: (1) whether organizational culture affects employee performance; (2) whether organizational culture affects work motivation; (3) whether organizational culture affects job satisfaction; (4) whether work motivation affects employee performance; (5) whether job satisfaction affects employee performance; (6) whether work motivation mediates the effect of organizational culture on employee performance; and (7) whether job satisfaction mediates the effect of organizational culture on employee performance.

METHODS

This study employed a quantitative approach with an explanatory research design to explain relationships among variables through hypothesis testing. The study was conducted at BLU PPK Kemayoran, Jakarta. The population consisted of 178 permanent employees. The sampling design applied proportional random sampling, while the sample size was initially determined using the Slovin formula at a 5% margin of error. A total of 138 completed questionnaires were subsequently obtained and used for analysis.

Primary data were collected through a questionnaire distributed using Google Forms and measured using a six-point Likert scale ranging from 1 = strongly disagree to 6 = strongly agree. Organizational culture was measured through adaptability, involvement, mission, and consistency; work motivation was assessed through internal and external motivation; job satisfaction was measured through the work itself, compensation, promotion, supervision, relationships with

coworkers, and working conditions; while employee performance was assessed through work quantity, quality, timeliness, attendance, and teamwork.

The data were analyzed using Partial Least Squares (PLS) through SmartPLS 4. The measurement model was evaluated through convergent validity, discriminant validity, and composite reliability. The structural model was assessed using R^2 and path coefficients. Hypothesis testing was conducted using bootstrapping by examining t-statistics and p-values. A hypothesis was considered supported when the p-value was below 0.05.

RESULTS AND DISCUSSION

Respondent Characteristics

A total of 138 employees participated in the study. In terms of gender, males constituted the majority, with 89 respondents or approximately 64%. Based on age, respondents aged 20–35 years constituted the largest group, with 72 employees or approximately 52%. In terms of educational background, employees with a bachelor's degree constituted the majority, totaling 99 respondents or approximately 72%.

With regard to organizational unit, the Finance and General Affairs Directorate represented the largest group, comprising 67 respondents or approximately 49%. In terms of job level, functional staff, staff members, and implementing employees represented the majority, with 106 respondents or approximately 77%.

These characteristics indicate that the research data were dominated by operational or implementation-level employees, with a relatively high proportion of respondents in the productive-age group and with undergraduate educational backgrounds. This context is relevant because most respondents are directly involved in the organization's day-to-day activities.

Descriptive Overview of the Variables

For organizational culture, consistency was one of the most prominent dimensions. The highest-rated item was the statement that organizational objectives are shared objectives. A total of 79 respondents, or 57%, selected “strongly agree” for this item. This result indicates a relatively strong perception that organizational objectives are understood as a collective concern.

For work motivation, one of the prominent items concerned challenging work. This finding suggests that intrinsic motivation is not solely associated with external rewards but is also related to job characteristics that provide employees with meaningful challenges.

For job satisfaction, a comfortable working environment represented one of the most prominent items, with 77 respondents or 56% agreeing with the statement. For employee performance, timely completion of work was one of the most prominent indicators, with 80 respondents or 58% agreeing. These descriptive results show that shared organizational objectives, challenging work, comfortable working conditions, and timely task completion are important components of the constructs investigated.

Measurement Model Evaluation

The results of the convergent validity test indicate that a number of indicators had loading factors above 0.70 and were therefore retained in the model. For organizational culture, the most prominent indicator was BO14, namely “organizational objectives are shared objectives,” with a loading factor of 0.826. For work motivation, the most prominent indicator was M10 concerning challenging work, with a loading factor of 0.875.

For job satisfaction, the most prominent indicator was KK12 concerning a comfortable working environment, with a loading factor of 0.882. For employee performance, KJ8 concerning timely completion of work had the highest loading factor, at 0.883.

The Average Variance Extracted (AVE) values also met the required criteria, with 0.598 for organizational culture, 0.705 for work motivation, 0.657 for job satisfaction, and 0.690 for employee performance. All values exceeded 0.50.

In terms of reliability, the composite reliability values were 0.918 for organizational culture, 0.919 for work motivation, 0.951 for job satisfaction, and 0.957 for employee performance. These results indicate that the constructs employed in the study met the required validity and reliability criteria for the PLS analysis.

Structural Model Evaluation

The R^2 value for work motivation was 0.659, indicating that 65.9% of the variance in work motivation could be explained by organizational culture within the research model.

The R^2 value for job satisfaction was 0.377, meaning that 37.7% of the variance in job satisfaction could be explained by organizational culture. Meanwhile, the R^2 value for employee performance was 0.557, indicating that 55.7% of the variance in employee performance could be explained by the constructs included in the model.

These results indicate that the model has meaningful explanatory power, particularly for work motivation and employee performance. Nevertheless, substantial portions of the variance remain attributable to factors outside the research model.

Hypothesis Testing

Hypothesis	Relationship	Coefficient	t-statistics	p-value	Decision
H1	Organizational Culture → Employee Performance	0.363	2.832	0.005	Supported
H2	Organizational Culture → Work Motivation	0.812	15.100	0.000	Supported
H3	Organizational Culture → Job Satisfaction	0.614	7.072	0.000	Supported
H4	Work Motivation → Employee Performance	0.208	1.485	0.138	Not supported
H5	Job Satisfaction → Employee Performance	-0.008	0.081	0.935	Not supported
H6	Organizational Culture → Work Motivation → Employee Performance	0.003	0.035	0.972	Not supported
H7	Organizational Culture → Job Satisfaction → Employee Performance	-0.133	1.161	0.246	Not supported

The Effect of Organizational Culture on Employee Performance

The results demonstrate that organizational culture has a positive and significant effect on employee performance. The path coefficient of 0.363, t-statistics of 2.832, and p-value of 0.005 indicate that the relationship is statistically significant at the 5% level. Therefore, stronger organizational culture is associated with higher employee performance within the research model.

This finding reinforces the view that organizational culture may serve as a behavioral framework for employees. Shared values, norms, and objectives provide guidance concerning the behavioral standards expected in the workplace. Consistent organizational culture can also enhance coordination and work discipline by providing employees with clearer references for carrying out their responsibilities.

An important finding is the prominence of the consistency dimension, particularly employees' perception that organizational objectives represent shared objectives. This suggests that the relationship between organizational culture and performance at BLU PPK Kemayoran is not merely related to formal rules but also to the extent to which organizational objectives are internalized as collective goals.

This finding is consistent with studies by Jufrizen (2018), Arianto (2013), and Sari et al. (2022), which reported positive relationships between organizational culture and employee performance. From a managerial perspective, the finding highlights the importance of maintaining an organizational culture characterized by clear objectives, consistency, employee involvement, and adaptability.

The Effect of Organizational Culture on Work Motivation

Organizational culture has a positive and significant effect on work motivation, with a coefficient of 0.812, t-statistics of 15.100, and p-value of 0.000. This coefficient represents one of the strongest relationships in the research model.

The finding indicates a very strong relationship between organizational culture and employee motivation. A culture that provides clear objectives, support, work direction, and employee involvement can create organizational conditions that encourage employees to exert greater effort. This finding is consistent with the studies cited in the thesis, including Shina et al. (2010) and Patnaik (2011).

Interestingly, challenging work was the most prominent motivation indicator. This suggests that motivation among BLU PPK Kemayoran employees has an important intrinsic component. Therefore, organizational culture development should not be limited to reward systems but should also address how jobs are designed to provide meaningful challenges and opportunities for employees to utilize their capabilities.

The Effect of Organizational Culture on Job Satisfaction

The results show that organizational culture has a positive and significant effect on job satisfaction. The path coefficient of 0.614, t-statistics of 7.072, and p-value of 0.000 indicate a statistically significant relationship.

This finding indicates that employees' perceptions of organizational culture are associated with their evaluation of their work experiences. A culture characterized by clear objectives, supportive relationships, and a conducive work environment may contribute to more positive perceptions of work.

A comfortable working environment was the most prominent indicator of job satisfaction in the study. This result highlights the importance of organizational conditions in shaping job satisfaction. The finding is consistent with Abadiyah (2016) and Ali and Agustian (2018), who identified relationships between organizational culture and job satisfaction.

However, the study also demonstrates that a positive relationship between organizational culture and job satisfaction does not automatically translate into higher employee performance. This pattern is reflected in the findings for H5 and H7.

The Effect of Work Motivation on Employee Performance

The findings indicate that work motivation does not have a significant effect on employee performance. Although the path coefficient of 0.208 indicates a positive direction, the t-statistics of 1.485 and p-value of 0.138 indicate that the relationship is not statistically significant at the 5% level.

This result differs from several previous studies that identify motivation as a significant determinant of performance, including Jufrizen (2018) and Ainanur and Tirtayasa (2018). Such differences demonstrate that the relationship between motivation and performance may vary across organizational contexts.

At BLU PPK Kemayoran, high levels of motivation do not necessarily produce statistically significant variations in performance. One interpretation discussed in the thesis is that other organizational factors may play a more dominant role, particularly leadership and the work environment. Motivation may therefore function as a supporting condition rather than as the sole determinant of performance.

This finding also highlights the distinction between being motivated to work and actually producing measurable performance. Employees may possess strong internal or external motivation, while actual performance may still depend on work systems, target clarity, leadership, coordination, and organizational support.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction was not found to have a significant effect on employee performance. The path coefficient of -0.008, t-statistics of 0.081, and p-value of 0.935 indicate that there was no significant direct effect.

This finding differs from studies reporting significant relationships between job satisfaction and performance, such as Sabuhari et al. (2020), but is consistent with studies indicating weak or nonsignificant relationships, such as Mira et al. (2019) and Firjatullah et al. (2023).

The finding indicates that high job satisfaction does not necessarily translate directly into high employee performance. Employees may feel comfortable in their work, receive support from coworkers, and maintain positive perceptions of the work environment, while their performance may still depend on other organizational mechanisms.

In the context of BLU PPK Kemayoran, this finding is relevant for human resource management. Policies designed to improve employee welfare and job satisfaction remain

important, but they should be complemented by competency development, performance-management systems, clear responsibilities, career development, and stronger leadership.

The Mediating Role of Work Motivation

The mediation test indicates that work motivation does not mediate the effect of organizational culture on employee performance. The indirect-effect coefficient was 0.003, with t-statistics of 0.035 and a p-value of 0.972.

This is one of the key findings of the study. Organizational culture significantly affects work motivation, and organizational culture also significantly affects employee performance. However, the indirect path from organizational culture through work motivation to employee performance is not significant.

Empirically, this indicates that increased work motivation resulting from organizational culture does not generate an additional significant effect on employee performance. In other words, the relationship between organizational culture and employee performance in this study is more reflective of a direct pathway than a pathway operating through work motivation.

This finding differs from Putra and Surya (2023), who identified a mediating role for motivation in the relationship between organizational culture and performance. The difference indicates that the mechanism linking organizational culture to employee performance may depend on organizational characteristics, work systems, and respondent conditions.

From a managerial perspective, this finding implies that organizations should not rely solely on motivational strategies to improve performance. Organizational culture needs to be translated directly into work behavior, performance standards, coordination mechanisms, leadership practices, and target achievement.

The Mediating Role of Job Satisfaction

The second mediation test shows that job satisfaction also does not significantly mediate the relationship between organizational culture and employee performance. The indirect-effect coefficient was -0.133, with t-statistics of 1.161 and a p-value of 0.246.

This result indicates that although organizational culture significantly improves job satisfaction, higher job satisfaction does not produce a significant mediating effect on employee performance. Therefore, the effect of organizational culture on employee performance cannot be explained through the pathway of organizational culture → job satisfaction → employee performance.

This finding differs from Chang and Lee (2007), who positioned job satisfaction as a potential mechanism linking organizational culture and work outcomes. The difference may indicate that the role of job satisfaction varies depending on the characteristics of the organization.

At BLU PPK Kemayoran, job satisfaction may therefore be better understood as an important organizational outcome for employee well-being rather than as the principal mechanism through which organizational culture generates employee performance. Accordingly, job satisfaction and employee performance should be managed as related but distinct aspects of human resource management.

Integrated Interpretation of the Findings

Taken together, the results reveal a distinctive pattern of relationships. Organizational culture consistently has a significant effect on three important aspects of the research model: employee performance, work motivation, and job satisfaction. The strongest coefficient is found in the relationship between organizational culture and work motivation (0.812), followed by organizational culture and job satisfaction (0.614), and organizational culture and employee performance (0.363).

By contrast, neither work motivation nor job satisfaction significantly affects employee performance. This pattern suggests that organizational culture at BLU PPK Kemayoran functions as a more direct factor in shaping employee performance than the psychological mechanisms represented by work motivation and job satisfaction.

The findings also demonstrate that higher work motivation and higher job satisfaction are not necessarily synonymous with higher employee performance. In public organizations, performance may depend on additional factors such as organizational structure, leadership, procedures, performance-management systems, targets, coordination, and working conditions. Because these factors were not tested as the primary constructs in this study, their statistical effects cannot be established from the present research model.

The Context of BLU PPK Kemayoran's Organizational Performance

The study also considers secondary data from the 2022 performance report of BLU PPK Kemayoran. The report indicates an average performance achievement of 124.24% based on the organizational performance contract. This performance was supported by work mechanisms involving service standards, standard operating procedures, supporting applications across directorates, inter-unit communication and coordination, and employee competency development.

From the financial perspective, revenue realization reached 88.88%, while expenditure realization reached 90.49%. The thesis explains that the financial realization figures below 100% were partly associated with relatively optimistic target-setting during the transition period following the COVID-19 pandemic. Nevertheless, the organizational performance achievement of 124.24% demonstrates the organization's ability to achieve performance targets with the resources available.

These organizational-level performance data provide contextual support for the quantitative findings but do not replace the statistical analysis of relationships among the research variables. They are therefore treated as contextual information rather than as a substitute for the individual-level empirical model.

Managerial Implications

The principal managerial implication of the study is the importance of maintaining and strengthening organizational culture as one of the foundations of employee performance. Because organizational culture has a significant effect on performance, the organization should ensure consistency of values, organizational objectives, communication, and employee involvement.

The consistency dimension, particularly the perception of organizational objectives as shared objectives, deserves specific attention. Organizational vision and objectives need to be continuously translated into unit-level and individual-level targets so that employees clearly understand how their work contributes to the achievement of organizational goals.

The finding that challenging work is a prominent indicator of motivation also suggests the importance of job enrichment, competency development, and appropriately delegated responsibilities. These practices may support employees' intrinsic motivation by providing opportunities to utilize their skills and assume meaningful responsibilities.

With regard to job satisfaction, a comfortable working environment emerged as a prominent indicator. Therefore, the organization should continue to maintain physical and social working conditions, relationships among employees, managerial support, and adequate workplace facilities. However, such policies should be regarded as part of a broader human resource system rather than as direct mechanisms for increasing performance.

Since work motivation and job satisfaction were not found to mediate the relationship between organizational culture and employee performance, managerial approaches should avoid assuming that increases in motivation or job satisfaction will automatically produce higher performance. Organizational culture should be strengthened alongside leadership, work systems, performance targets, evaluation mechanisms, and competency development.

CONCLUSION

This study demonstrates that organizational culture plays an important role in explaining human resource conditions and employee performance at BLU PPK Kemayoran. Organizational culture has a positive and significant effect on employee performance, work motivation, and job satisfaction. The strongest relationship is found between organizational culture and work motivation, followed by organizational culture and job satisfaction, and organizational culture and employee performance. In contrast, work motivation and job satisfaction do not have significant direct effects on employee performance. The mediation tests further demonstrate that neither work motivation nor job satisfaction significantly mediates the effect of organizational culture on employee performance. These findings indicate that the relationship between organizational culture and employee performance at BLU PPK Kemayoran is more direct than mediated through work motivation and job satisfaction. From a managerial perspective, organizational culture should therefore be strengthened through consistent values, shared objectives, employee involvement, adaptability, and work behaviors that support performance achievement. At the same time, work motivation and job satisfaction remain important dimensions of sustainable human resource management even though they were not shown to function as mediators of performance in this study. Future research may expand the model by incorporating other variables that are theoretically and practically relevant to employee performance, particularly leadership, work environment, competence, reward systems, and job characteristics. Such an expansion may provide a more comprehensive explanation of the factors shaping employee performance in public organizations and Public Service Agencies.

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