



## The Role of Organizational Culture on Employee Performance through Job Satisfaction and Work Motivation

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### Abstract

**Purpose:** This study analyzes the relationship between organizational culture and employee performance. The research also aims to evaluate the roles of job satisfaction and work motivation as mediating variables in the relationship between organizational culture and employee performance.

**Method:** This research adopts a quantitative-explanatory approach with 155 respondents. SEM-PLS was used in this research to examine each variable's relationship and analysis using art-PLS 4.

**Result:** The results indicate that Organizational Culture positively and significantly influences Job Satisfaction, Work Motivation, and Employee Performance. Furthermore, Job Satisfaction and Work Motivation also positively and significantly impact Employee Performance. Mediation analysis reveals that Job Satisfaction and Work Motivation partially mediate between Organizational Culture and Employee Performance.

### INTRODUCTION

As a maritime nation with over 70% of its territory consisting of water areas, Indonesia faces a significant challenge in integrating economic activities among its islands (Nugraha & Imran, 2024). The transportation of large quantities of logistics heavily relies on maritime routes. According to data released by the Central Statistics Agency in 2021, ship visits to Indonesian ports reached 753.33 thousand units in 2021, representing a 5.26% increase compared to 2020, with a total volume of 1,720.42 million gross tonnage (GT) (BPS, 2021). Furthermore, maritime transportation remains a crucial mode of inter-island travel for most Indonesians. BPS data (2021) notes that the number of passengers on maritime vessels in 2021 was 14.51 million people, indicating a 15.33% increase from the previous year. This increase is attributed to ticket prices being more affordable than other transportation modes (Adnan et al., 2020). This phenomenon underscores the crucial role of activities in each Indonesian port, necessitating continuous improvement to provide effective and satisfactory services to every visitor, whether passengers or those involved in logistics shipments (Putri & Sakapurnama, 2023; Pranita, 2023).

The increase in the volume of logistics shipments and passengers through maritime routes is not solely dependent on the operational efficiency of vessels (Zheng et al., 2021) but is also closely tied to the positive image cultivated by each port (Cho & Lee, 2020). Ports, serving as the points of origin and destination for ship journeys, play a crucial role in influencing consumers' decisions regarding maritime transportation. The primary factor influencing the creation of this positive image involves the services provided by the port authorities (Hua et al., 2020). These services are highly dependent on the performance of port personnel, as they directly interact with consumers (Sarkar & Shankar, 2021; Balci et al., 2019). Interpersonal skills, efficiency in service delivery, and

responsiveness to consumer needs are critical aspects in enhancing the positive image of ports, especially in the era of increasingly intense competition in the logistics and maritime transportation industry (Le et al., 2020; Oyenuga, 2021). Having high-performing employees enables a port to build consumer trust and attract more significant logistics shipments and passengers through maritime routes (Yau et al., 2020). In other words, when a company improves the performance of its employees, this improvement is indirectly reflected in stable or increased financial outcomes. However, the opposite scenario is occurring at PT. Pelabuhan Tanjung Priok.

**Table 1.**  
**Revenue of PT. Pelabuhan Tanjung Priok (2017 – 2020)**

Year	Revenue
2017	2,998,061,000,000
2018	2,311,541,901,000
2019	1,690,293,488,849
2020	1,312,855,181,769

Source: Financial Report of PT. Pelabuhan Tanjung Priok

According to the financial reports released by PT. Pelabuhan Tanjung Priok, there has been a significant decline in revenue from 2017 to 2021. A decrease of 22.89% occurred between 2017 and 2018, followed by a further decline of 26.87% between 2018 and 2019 and a subsequent reduction in revenue by 22.23% from 2019 to 2020. This decline in revenue phenomena indicates a substantial decrease in logistics and passenger traffic volume. By theoretical principles, the decline in consumer demand may suggest a decrease in the performance of employees at PT. Pelabuhan Tanjung Priok. Therefore, a more in-depth and comprehensive analysis is required to understand the performance of employees and the influencing factors involved.

In ensuring the quality of service to consumers, employees need to be accustomed to a positive working culture within the company or organization (Lasrado & Kassem, 2021). Organizations or companies that maintain integrity, productivity, and honesty toward their employees will yield optimal employee performance. The positive relationship between organizational culture and employee performance has also been confirmed by previous research conducted by Soomro & Shah (2019), Dewi & Wibow (2020), Insan & Masmarulana (2020), indicating that organizational culture has a positive and significant influence on employee performance. In contrast, Sabuhari et al. (2020) found contrasting results in their study, explaining that organizational culture only affects employee performance if the company's or organization's values and norms are reflected in daily actions. In such cases, employees may lose confidence in the culture and are less likely to feel motivated to deliver their best performance. The differing research results regarding the relationship between organizational culture and employee performance further highlight inconsistencies in previous research findings.

To address this gap, it is necessary to introduce mediating variables capable of accommodating the relationship between organizational culture and employee performance. The mediating variables utilized in this study are job satisfaction and work motivation.

The analysis of the interrelationship among variables in this study will focus on the specific entity under investigation, namely PT. Pelabuhan Tanjung Priok branch in Bengkulu. PT Pelabuhan Tanjung Priok (PTP Nonpetikemas) is the first multipurpose terminal operator in Indonesia, proficient in handling loading and unloading bulk liquid, dry bulk, general cargo, and other related activities. PTP Nonpetikemas has been operational in 11 branch ports distributed strategically across Indonesia, including the one in Bengkulu. According to data released by the Central Statistics Agency in 2021, the port in Bengkulu is recognized as one with the lowest volumes of logistics and passengers in Indonesia. In 2021, the total logistics loaded through the port of Bengkulu amounted to only 3,099,892 tons (BPS, 2021). This is in stark contrast to other ports such as Riau (10,287,349 tons), Lampung (19,010,644 tons), and Central Kalimantan (110,631,854 tons), among others.

Based on the phenomenon's explanation and previous research findings, this study aims to analyze the direct relationship between organizational culture and employee performance. The

research also aims to evaluate the roles of job satisfaction and work motivation as mediating variables in the relationship between organizational culture and employee performance. This research introduces novelty by examining the relationship between organizational culture and employee performance, focusing on job satisfaction and work motivation as mediating variables. Unlike previous studies, this approach adds depth to our understanding of how organizational culture directly influences employee performance. The study's uniqueness extends to exploring a research subject that has been infrequently investigated, offering a fresh perspective on the dynamics within organizational behavior. This novel combination of mediating variables and an underexplored subject contributes valuable insights to the existing body of knowledge in organizational studies.

### **Organizational Culture and Employee Performance**

A positive organizational culture plays a crucial role in shaping the character and behavior of employees within a company. As elucidated by Sugiarti et al. (2021), core values that every organizational member should adhere to, such as integrity, honesty, teamwork, and commitment to excellence, serve as a strong foundation for the orientation and actions of employees. With these guidelines in place, employees have clear direction regarding behavioral norms and interactions, including those about consumers. Research conducted by Sugiarti et al. (2021) indicates that a positive organizational culture establishes an ethical framework and reinforces employees' engagement and commitment to continuously enhance the quality of their performance. Positive values create a basis for the desired behavior of employees by the company or organization, ultimately fostering a work environment supportive of mutual growth and success. Putra et al. (2020) and Leitão et al. (2019) highlight that a positive organizational culture creates a healthy and productive work environment. In other words, a positive organizational culture enhances employee performance.

H1: The organizational culture has a significantly positive influence on employee performance

### **Organizational Culture, Job Satisfaction, and Employee Performance**

Using job satisfaction as a mediating variable is inseparable from the role of a positive organizational culture. A positive organizational culture often motivates employees to feel accepted and valued, considering their integral parts and recognizing their existence (Hogan & Coote, 2014). Organizational culture can create a comfortable and secure work climate, ultimately directly enhancing job satisfaction. Employees who feel appreciated, accepted, valued, and acknowledged will likely be happier and more satisfied. The relationship between organizational culture and job satisfaction aligns with research conducted by Tran (2021), Shahriari et al. (2022), Islamy et al. (2020), and Saleh & Atan (2021), indicating that organizational culture has a positive and significant impact on employee job satisfaction.

When an employee experiences job satisfaction, it yields various positive outcomes, including heightened work motivation, a substantial increase in productivity, enhanced creativity, and fortified commitment to the respective company or organization (Basalamah & As'ad, 2021; Raziq & Maulabakhsh, 2015). Therefore, companies or organizations must cultivate a work environment conducive to employee job satisfaction as an integral component of their human resource management strategy, aiming to augment overall employee performance. The correlation between job satisfaction and employee performance is substantiated by previous research conducted by Robert & David (2020), Latifah et al. (2023), and Mira et al. (2019). These studies indicate that employee job satisfaction has a positive and significant impact on enhancing employee performance.

H2: Organizational Culture has a significantly positive influence on Job Satisfaction

H3: Job Satisfaction has a significantly positive influence on Employee Performance

H4: Job Satisfaction mediates the relationship between Organizational Culture and Employee Performance

### Organizational Culture, Work Motivation, and Employee Performance

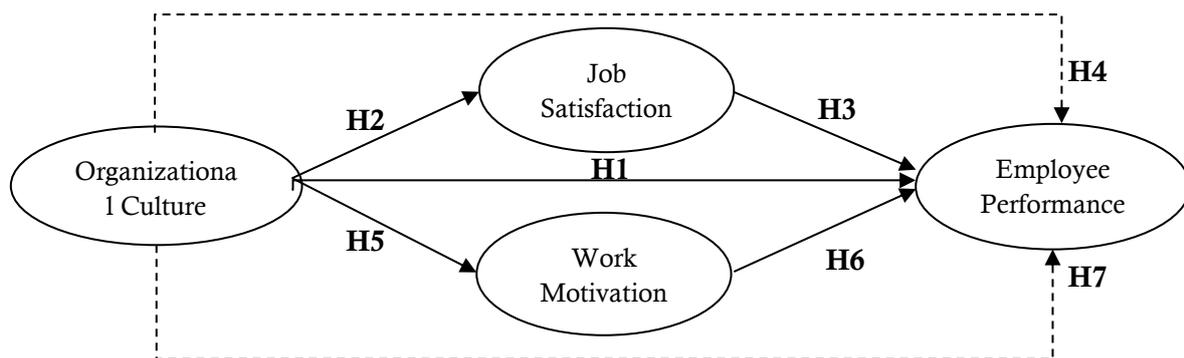
A positive organizational culture, as perceived by employees, can create a comfortable and secure work climate, ultimately contributing directly to enhancing work motivation. Employees who feel appreciated, accepted, valued, and acknowledged will likely be happier and more motivated (Bourlès & Cozarenco, 2018). The relationship between organizational culture and work motivation aligns with research conducted by Junaedi (2020), Bourlès & Cozarenco (2018), and Guterresa et al. (2020), indicating that organizational culture has a positive and significant impact on employee work motivation.

When an employee demonstrates high motivation in performing their job, it leads to various positive outcomes, including a substantial increase in productivity, enhanced creativity, and fortified commitment to the respective company or organization (Basalamah & As'ad, 2021; Raziq & Maulabakhsh, 2015). Therefore, companies or organizations must establish a work environment that fosters employee work motivation as an integral aspect of their human resource management strategy to enhance overall employee performance. The relationship between motivation and employee performance is affirmed by research conducted by Chrisnanto & Riyanto (2020), Nguyen et al. (2020), and Prabowo et al. (2018), underscoring that the work motivation exhibited by employees can exert a positive and significant impact on improving employee performance.

H5: Organizational Culture has a significantly positive influence on Work Motivation

H6: Work Motivation has a significantly positive influence on Employee Performance

H7: Work Motivation mediates the relationship between Organizational Culture and Employee Performance



**Figure 1.**  
**Research Conceptual**

### RESEARCH METHODS

This research adopts a quantitative-explanatory approach, focusing on the study population, which comprises all employees of PT. Pelabuhan Tanjung Priok's branch in Bengkulu. The size of this research population is precisely known, encompassing a total of 155 employees at PT. Pelabuhan Tanjung Priok's branch in Bengkulu.

Following Sugiyono's (2016: 85) recommendation, a saturated or total sample method is employed, where all population members serve as the sample. Consequently, the total sample size for this study corresponds to the entire population, comprising 155 respondents. The research questionnaire was directly distributed to each employee at PT. Pelabuhan Tanjung Priok's branch in Bengkulu. Data collection utilized an online questionnaire distributed through the Google Form platform, employing a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The data analysis methods involved descriptive statistical analysis and SEM-PLS analysis, facilitated by SmartPLS 4 software. The utilization of SEM-PLS analysis aims to comprehend the most influential factors on each utilized variable, with its application driven by the relatively small sample size of 155 respondents. The SEM-PLS analysis comprises three stages: outer model analysis, inner model analysis, and hypotheses testing (Hair et al., 2019).

**Table 2.**  
**Definition of Operational Variable**

<b>Variable</b>	<b>Indicators</b>	<b>References</b>
Organizational Culture	<ol style="list-style-type: none"> <li>1. I feel that the company supports innovation and creativity in every action and decision.</li> <li>2. I feel that the company values collaboration as the foundation of its organizational culture.</li> <li>3. I feel that the company prioritizes leadership that supports the professional growth of employees.</li> <li>4. I feel that the company emphasizes diversity in creating a comfortable work environment.</li> <li>5. I feel that ethical integrity is a core element of this company's culture.</li> <li>6. I feel that the company places emphasis on adaptability to the business environment.</li> </ol>	Zeb et al. (2021); Nguyen et al. (2019)
Job Satisfaction	<ol style="list-style-type: none"> <li>1. I am content with the company's attention to my well-being and work-life balance.</li> <li>2. I am content working with my colleagues.</li> <li>3. I am satisfied with the way my tasks and activities are supervised.</li> <li>4. I am content with my salary.</li> <li>5. I am satisfied with the opportunities my company offers for employee advancement.</li> </ol>	(Wright & Cropanzano, 2000); (Hussein et al., 2010); (Knoop, 2010); (Saba, 2011)
Work Motivation	<ol style="list-style-type: none"> <li>1. I feel motivated to achieve goals in my work.</li> <li>2. I feel motivated when successfully overcoming new challenges.</li> <li>3. I feel motivated when my work is appreciated by colleagues or superiors.</li> <li>4. I feel motivated when my work has a positive impact on the team or the company.</li> <li>5. I feel motivated when entrusted with additional responsibilities by superiors.</li> </ol>	Zeb et al. (2021); Nguyen et al. (2019)
Employee Performance	<ol style="list-style-type: none"> <li>1. I consistently complete my tasks in accordance with predetermined quality standards.</li> <li>2. I consistently strive to improve my performance on the job to achieve optimal results.</li> <li>3. I consistently complete my tasks within the specified timeframe.</li> <li>4. I consistently attend work, except for very important reasons or due to illness.</li> <li>5. I consistently arrive at work on time.</li> <li>6. I am willing to assist my colleagues who encounter challenges in completing their tasks.</li> <li>7. I make an effort to enhance my productivity.</li> </ol>	Zeb et al. (2021); Nguyen et al. (2019); Sari et al. (2021).

## RESULTS & DISCUSSION

This study uses Structural Equation Modeling (SEM) with Partial Least Squares (PLS), supported by SmartPLS 4 software, to analyze the research data. This analysis's first stage involves testing the research constructs' outer model. The outer model analysis aims to assess the validity and reliability of latent variable constructs. Validity is determined by examining the factor loading values, where an indicator is considered valid and robust if the factor loading coefficient exceeds 0.6 (Chin, 1998). This criterion applies to all factor loading values for the latent variables measured in this study. For a more detailed view of the factor loading values for each indicator, the Factor Loading values are presented in Figure 2.

Referring to Figure 2, the Factor Loading values for all indicators are observed to surpass the threshold of 0.6. Consequently, all indicators employed in this study exhibit validity. Notably, the Organizational Culture variable attains its highest Factor Loading value from indicator X1.1 at 0.912, affirming its pivotal role. Similarly, the Job Satisfaction variable is most significantly represented by indicator Z1.1, yielding the highest Factor Loading value at 0.892. Work Motivation is predominantly influenced by indicator Z2.2, boasting the highest Factor Loading value at 0.882. Lastly, the Employee Performance variable is most substantially associated with indicator Y1.5, attaining the highest Factor Loading value at 0.882. The interpretation of the highest factor loading values suggests that these specific indicators are the most significant contributors to their respective variables.

Figure 2 illustrates an alternative approach to assess construct validity, showcasing that the reflective measurement employed in this study attests to high validity for each indicator within the variables. This is evident in the substantial correlation values observed for each indicator on the research constructs. All indicators exhibit factor loading values surpassing 0.60 for the respective construct variables, establishing the validity and robustness of all indicators in this study. The validation results receive additional support through the Average Variance Extracted (AVE) test, a criterion consistent with the studies of Hair et al. (2019) and Ghazali and Latan (2012). The AVE values for all research variables—Organizational Culture, Job Satisfaction, Work Motivation, and Employee Performance—exceed 0.50 in this study. This reaffirms the validity of all indicators, aligning with established thresholds and underscoring the robustness of the measurement model.

In addition to the validity test, the outer model analysis also evaluates the reliability of each research construct. The assessment of reliability involves examining Cronbach's alpha values and composite reliability. When Cronbach's alpha value exceeds 0.6 (Hair, 2019) and the Composite Reliability value exceeds 0.7 (Hair, 2019), it can be asserted that the utilized constructs are reliable. A comprehensive review of Table 3, which presents the values of composite reliability and Cronbach's alpha for all variables, indicates that all variables employed in this study—organizational culture, job satisfaction, work motivation, and employee performance at PT. Pelabuhan Tanjung Priok branch in Bengkulu—can be deemed reliable, as all values surpass 0.7. This value underscores the robustness and consistency of the measurement model, affirming the reliability of the constructs under investigation.

After confirming the validity of all indicators in the research constructs, the next stage involves an analysis of the inner model. In this phase, the coefficient of determination (R-squared or R<sup>2</sup>) serves as a benchmark to evaluate the extent to which the variation in the dependent variable can be elucidated by the variation in the independent variable within the regression model, with R<sup>2</sup> values ranging from 0 to 1. As the value approaches 1, the model is deemed more effective in explaining the existing variation in the data.

Referring to Table 4, the R<sup>2</sup> value for Job Satisfaction is 0.775, signifying that 77.5% of the variation in Job Satisfaction can be elucidated by the variation in the independent variable used in this study—Organizational Culture. Similarly, the R<sup>2</sup> value for Work Motivation is 0.623, indicating that 62.3% of the variation in Work Motivation can be explained by the variation in the independent variable—Organizational Culture. Meanwhile, the R<sup>2</sup> value for Employee Performance is 0.633, implying that 63.3% of the variation in Employee Performance can be accounted for by the variables Organizational Culture, Job Satisfaction, and Work Motivation. These R<sup>2</sup> values provide insights into the model's effectiveness in explaining the variability in the respective dependent variables.

Hypothesis testing serves to determine whether a hypothesis can be supported or not. This evaluation is based on assessing path coefficients at a 5% significance level, indicating a significance level of probability  $\leq 0.05$  ( $\alpha=5\%$ ). In Table 5, the results show that the significance values, indicated by the p-value, for the influence of Organizational Culture on Employee Performance, Job Satisfaction, and Work Motivation are 0.021, 0.000, and 0.000, respectively, where all these values are less than 0.05 ( $<0.05$ ). Therefore, H1, H2, and H5 are considered unsupported. The analysis of the influence of Job Satisfaction on Employee Performance has a p-value of 0.039, which is smaller than 0.05. This result indicates that H3 is supported.

**Table 3.**  
**Validity and Reliability**

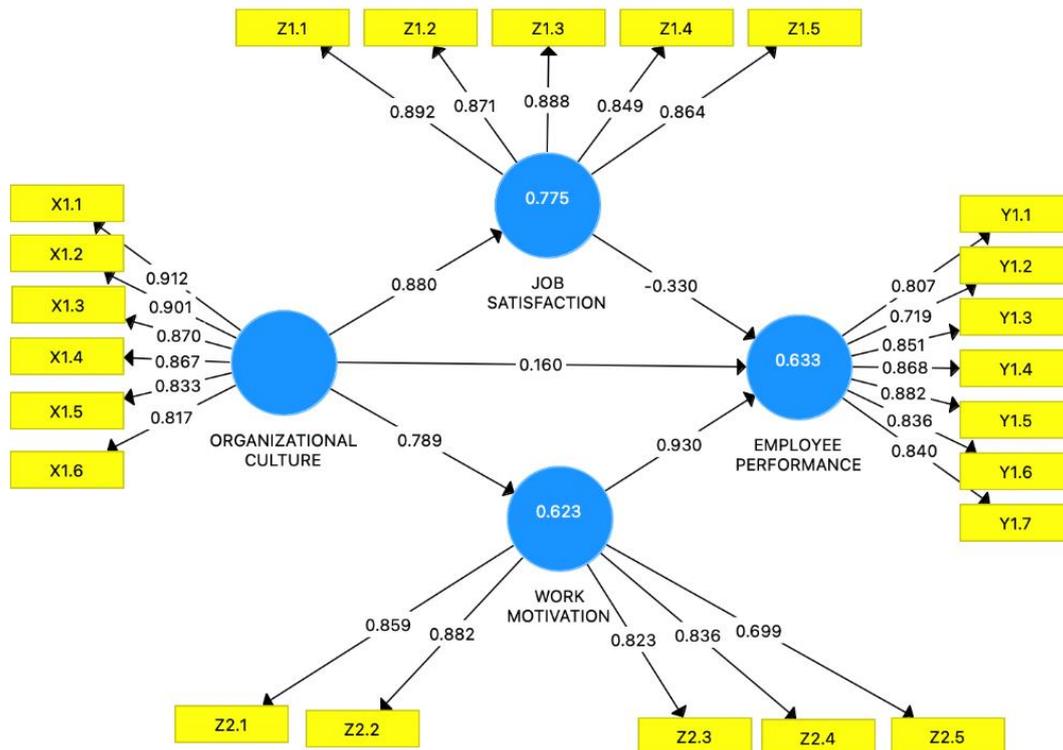
Variables	Items	Loading Factor	Cronbach's Alpha	Composite Reliability	AVE	Interpretation
Organizational Culture	X1.1	0.912	0.934	0.948	0.753	Valid & Reliable
	X1.2	0.901				Valid & Reliable
	X1.3	0.870				Valid & Reliable
	X1.4	0.867				Valid & Reliable
	X1.5	0.833				Valid & Reliable
	X1.6	0.817				Valid & Reliable
Job Satisfaction	Z1.1	0.892	0.922	0.941	0.762	Valid & Reliable
	Z1.2	0.871				Valid & Reliable
	Z1.3	0.888				Valid & Reliable
	Z1.4	0.849				Valid & Reliable
	Z1.5	0.864				Valid & Reliable
Work Motivation	Z2.1	0.859	0.878	0.912	0.676	Valid & Reliable
	Z2.2	0.882				Valid & Reliable
	Z2.3	0.823				Valid & Reliable
	Z2.4	0.836				Valid & Reliable
	Z2.5	0.699				Valid & Reliable
Employee Performance	Y1.1	0.807	0.924	0.939	0.690	Valid & Reliable
	Y1.2	0.719				Valid & Reliable
	Y1.3	0.851				Valid & Reliable
	Y1.4	0.868				Valid & Reliable
	Y1.5	0.882				Valid & Reliable
	Y1.6	0.836				Valid & Reliable
	Y1.7	0.840				Valid & Reliable

Similarly, the analysis of the influence of Work Motivation on Employee Performance has a p-value of 0.000, which is less than 0.05 (<0.05). This result shows that H6 is supported.

**Table 4.**  
**R<sup>2</sup> and Adjusted R<sup>2</sup>**

	R-square	R-square adjusted
Job Satisfaction	0.775	0.774
Work Motivation	0.623	0.621
Employee Performance	0.633	0.626

In addition to examining direct effects, this study also explores indirect effects. Based on Table 5, Job Satisfaction and Work Motivation, as mediating variables between Organization Culture and Employee Performance, exhibit p-values of 0.046 and 0.000, respectively. These values are below the significance threshold of 0.05 (<0.05). Consequently, H4 and H7 are supported. Furthermore, when the direct influence is significant, the mediation through these variables yields significant effects. It can thus be inferred that Job Satisfaction and Work Motivation partially mediate in this context.



**Figure 2.**  
**Outer Loading Result**

**Organizational Culture on Employee Performance**

Referring to the results of the data analysis, the research indicates that at PT. Pelabuhan Tanjung Priok, Bengkulu branch, Organizational Culture positively and significantly influences Employee Performance. This result implies that the more positive the company's organizational Culture is, the better the employees' performance. The findings of this study align with research conducted by Sugiarti et al. (2021), Putra et al. (2020), Leitão et al. (2019), Soomro & Shah (2019); Dewi & Wibow (2020); Insan & Masmarulana (2020), which also found a positive and significant relationship between Organizational Culture and Employee Performance. On the other hand, the findings of this research are inconsistent with the results of the study conducted by Sabuhari et al. (2020).

**Table 5.**  
**Summary of hypotheses testing result**

	PATH	Path coefficient	P-value	Result
H1	Organizational Culture -> Employee Performance	0.560	0.021	Supported
H2	Organizational Culture -> Job Satisfaction	0.880	0.000	Supported
H3	Job Satisfaction -> Employee Performance	0.330	0.039	Supported
H4	Organizational Culture -> Job Satisfaction -> Employee Performance	0.290	0.046	Supported
H5	Organizational Culture -> Work Motivation	0.789	0.000	Supported
H6	Work Motivation -> Employee Performance	0.930	0.000	Supported
H7	Organizational Culture -> Work Motivation -> Employee Performance	0.734	0.000	Supported

An organizational culture that consistently provides space for employees to innovate and be creative can create a work environment conducive to professional growth and employee empowerment. This argument is affirmed by the highest Factor Loading value contributing to the Organizational Culture variable (X1.1). In such a culture, employees are inclined to feel more engaged and motivated to make maximum contributions. Additionally, a culture that encourages collaboration can strengthen employee and company relationships. This statement is reflected through the second-highest Factor Loading value for the Organizational Culture indicator (X1.2). In the long term, this contributes to an overall improvement in employee performance. Therefore, the positive and significant relationship between a strong organizational culture and employee performance forms a solid foundation for the success and sustainability of the company in a dynamic business environment.

### **Organizational Culture on Employee Performance Through Job Satisfaction**

The results of the data analysis in this study indicate that Organizational Culture has a positive and significant influence on Job Satisfaction. This result implies that the more positive the organizational Culture at PT. Pelabuhan Tanjung Priok, Bengkulu branch, the higher the Job Satisfaction. This finding aligns with the results of research conducted by Tran (2020), Shahriari et al. (2022), Islamy et al. (2020), and Saleh & Atan (2021), confirming that organizational Culture has a positive and significant impact on employee job satisfaction. Organizational Culture that emphasizes employee development and responsibility can motivate individuals to achieve their personal and professional goals, as confirmed by the indicator with a sufficiently high Factor Loading value (X1.6). Employees who feel they have opportunities for growth and advancement in their careers are more likely to be satisfied with their jobs.

The relationship between Job Satisfaction and Employee Performance in this research analysis also yields positive findings. This result implies that the higher the Job Satisfaction, the better the Employee Performance at PT. Pelabuhan Tanjung Priok, Bengkulu branch. This finding is consistent with the results of research conducted by Robert & David (2020), Latifah et al. (2023), and Miraa et al. (2019). Employees who are satisfied with their jobs tend to be more motivated and dedicated to providing their best contributions to the company. PT. Pelabuhan Tanjung Priok, Bengkulu branch, needs to pay attention to the well-being and balance between its employees' workload and personal lives. This argument is confirmed by the indicator with the highest Factor Loading value in the Job Satisfaction variable (Z1.1). Thus, job satisfaction will increase, ultimately enhancing focus and productivity.

Job Satisfaction in this study also demonstrates a significant value. This result means that Job Satisfaction can serve as a mediating variable. When the direct relationship between Organizational Culture and Employee Performance produces positive and significant results, Job Satisfaction in this study is partial. This implies that when the Organizational Culture at PT. There needs to be more than Pelabuhan Tanjung Priok, Bengkulu branch, to enhance Employee Performance significantly; the company must be capable of directing efforts toward an Organizational Culture that can create Job Satisfaction first. This result signifies that the innovative and creative space provided by the company must be balanced with the workload imposed, as it is related to the well-being of employees, which can impact Job Satisfaction. Therefore, when the company can create Job Satisfaction, it will automatically contribute to improving Employee Performance.

### **Organizational Culture on Employee Performance Through Work Motivation**

Based on the analysis results in this study, there is a positive relationship between Organizational Culture and Work Motivation. This result means that when a company can create a positive Organizational Culture, it can enhance the Work Motivation of its employees. This finding aligns with the results of research conducted by Junaedi (2020), Bourlès & Cozarenco (2018), and Guterresa et al. (2020). Positive organizational culture often promotes values such as innovation, enhanced capabilities, and shared responsibility, as discussed by indicator X1.1. This result can stimulate intrinsic motivation, where employees feel motivated to grow and achieve

higher accomplishments, especially when successfully addressing new challenges that can be handled effectively. This argument is reflected in the Work Motivation indicator with the highest outer loading value (Z2.2).

Furthermore, when employees have high Work Motivation, it will result in improved Employee Performance. This argument is confirmed by the findings of this research, where Work Motivation has a positive and significant impact on Employee Performance. The findings in this study also align with the results of research conducted by Chrisnanto & Riyanto (2020), Nguyen et al. (2020), and Prabowo et al. (2018). Employees who feel motivated tend to show higher dedication to their work. Strong motivation can stimulate enthusiasm and perseverance in overcoming emerging challenges. Work motivation can enhance employee productivity. People with high motivation are likely to be more focused and strive to achieve their goals more efficiently. This argument is reflected in the Work Motivation indicator Z2.1. Strong motivation can also drive employees to improve the quality of their work because they feel they have valuable and meaningful goals, ultimately enhancing Employee Performance.

In the context of the relationship between organizational culture, work motivation, and employee performance, the concept of mediation refers to the role of work motivation as an intermediary in the influence of organizational culture on employee performance. Work Motivation in this study partially mediates because, in the direct relationship between Organizational Culture and Employee Performance, significant positive findings are obtained. Sopiah et al. (2021) asserted in their research that work motivation is a channel through which organizational culture influences employee performance. Organizational culture, a set of values, norms, and practices defining the work environment, can influence how employees respond and perform (Kalogiannidis, 2021). For example, cultures that support values such as appreciation for innovation, collaboration, and diversity can create an environment that stimulates work motivation (Kalogiannidis, 2021). On the other hand, work motivation encompasses factors such as the desire to achieve goals, a sense of responsibility, and personal job satisfaction (Adriansyah et al., 2020). Therefore, high motivation can inspire employees to perform better, achieve targets, and contribute more to the organization.

## CONCLUSION

The results indicate that Organizational Culture positively and significantly influences Job Satisfaction, Work Motivation, and Employee Performance. Furthermore, Job Satisfaction and Work Motivation also positively and significantly impact Employee Performance. Mediation analysis reveals that Job Satisfaction and Work Motivation partially mediate between Organizational Culture and Employee Performance. From these findings, a positive Organizational Culture can enhance Job Satisfaction and Work Motivation, ultimately improving Employee Performance. These findings are consistent with previous research results, emphasizing the importance of organizational culture in shaping a supportive, innovative, and empowering work environment. Therefore, companies need to pay attention to and strengthen their organizational culture to enhance employee well-being and overall company performance in a dynamic business environment.

These research findings hold significant practical implications for organizations aiming to optimize employee performance. The confirmed positive influence of Organizational Culture on Job Satisfaction, Work Motivation, and Employee Performance underscores the pivotal role of fostering a positive and supportive work environment. To enhance employee satisfaction and motivation, companies should strategically invest in initiatives aligned with a positive organizational culture, fostering innovation, collaboration, and empowerment. Recognizing Job Satisfaction and Work Motivation as partial mediators offers actionable insights, suggesting that organizations can strategically enhance employee performance by focusing on these intermediary factors. Initiatives such as employee recognition programs, professional development opportunities, and transparent communication channels can contribute to a more satisfied and motivated workforce, ultimately positively impacting overall performance outcomes.

Theoretical implications of these findings contribute to the organizational behaviour and management literature by reaffirming the robustness and generalizability of relationships across different contexts. Identifying Job Satisfaction and Work Motivation as partial mediators adds nuance to theoretical frameworks, emphasizing the interconnected nature of these variables. Future research could delve deeper into understanding the mechanisms underlying these mediation effects, refining theoretical models in organizational psychology and management. Exploring moderating factors, conducting longitudinal studies, comparative analyses across industries or cultural contexts, and implementing intervention studies could further enrich our understanding of the intricate dynamics between organizational culture, employee satisfaction, motivation, and performance. Addressing these research directions can provide a comprehensive perspective, guiding scholars and practitioners in navigating the complexities of organizational behaviour and management complexities.

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