

The Influence of Organizational Culture on Employee Performance with Job Satisfaction as a Mediating Variable (Study on Government Employees of Ternate Island District)

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ABSTRACT

This study aims to examine how organizational Culture influences employee performance, with job satisfaction serving as a mediating variable among village and sub-district office employees on Ternate Island. It employed a quantitative approach, selecting 108 respondents through saturated sampling. Primary data were collected via questionnaires and analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) technique. The results indicated that organizational Culture positively and significantly impacts employee performance. Additionally, organizational Culture also positively and significantly affects job satisfaction. Job satisfaction was shown to have a positive and significant influence on employee performance and to mediate the relationship between organizational Culture and employee performance. These findings contribute to human resource management research in the public sector and highlight the importance of fostering a strong, supportive organizational culture to enhance job satisfaction and employee performance in local government settings.

Keywords:

Organizational Culture; Employee Performance; Job Satisfaction

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INTRODUCTION

Confronting the challenges of globalization and rising public expectations for quality public services, government agencies must ensure optimal employee performance. Employees are a vital strategic asset that significantly impacts organizational success, especially in delivering effective, efficient, and customer-focused public services. As a result, enhancing employee performance is a key issue that demands serious attention in public-sector human resource management.

One internal factor influencing employee performance is organizational Culture. Organizational Culture is a system of shared values, norms, and meanings shared by members of an organization and serves as a guide for actions and behavior (Robbins & Judge, 2024). A strong organizational culture can shape disciplined work behavior, increase motivation, and create a conducive work environment. Edison *et al.* (2016) stated that a good organizational culture is reflected through self-awareness, team orientation, personality, performance, and aggressiveness in achieving organizational goals. Thus, organizational Culture plays a strategic role in influencing employee attitudes and behaviors, which directly impact performance.

However, previous research has shown inconsistencies regarding the influence of organizational Culture on employee performance. Wahjoedi (2021) and Paramita *et al.* (2020) found that organizational Culture had no significant effect on employee performance, whereas Sugiono and Ardiansyah (2021) demonstrated a positive, significant influence of organizational Culture on performance. These discrepancies indicate the presence of other variables that influence the relationship between organizational Culture and employee performance.

One variable considered capable of bridging this relationship is job satisfaction. Job satisfaction is an employee's positive emotional attitude toward their job, arising from evaluations of various aspects of the job (Robbins & Judge, 2024). Sinambela (2016) explains that job satisfaction reflects a person's feelings of pleasure or displeasure toward their work, which are influenced by both internal and external factors. Satisfied employees tend to be more loyal, committed, and motivated, which improves performance.

This research was conducted at the Ternate Island District Office, a regional apparatus that plays a strategic role in coordinating government administration and public services at the sub-district and village levels. However, empirical field conditions still revealed problems such as low attendance discipline, lack of initiative, and suboptimal employee cooperation. These conditions indicate that the implementation of organizational Culture and employee job satisfaction levels have not been fully effective, thus impacting employee performance.

Literature Review

1. Organizational Culture

Organizational Culture is a set of values, beliefs, and norms shared by members of an organization and serves as a guide for action (Robbins & Judge, 2024). Organizational Culture is formed over time and is influenced by the organization's history, leadership, and interactions among members. According to Edison et al. (2016), organizational Culture functions as a social glue that unites individuals within an organization. A strong organizational culture can foster positive work behaviors, increase a sense of belonging, and encourage employees to align with organizational goals. Conversely, a weak organizational culture can create disharmony and reduce employee performance.

2. Employee Performance

Employee performance reflects an employee's success in carrying out the tasks and responsibilities assigned by the organization. In the context of public organizations, employee performance plays a strategic role because it directly affects the quality of public service. Mangkunegara (2021) states that performance is the quality and quantity of work achieved by employees in accordance with established standards. Sinambela (2016) emphasizes that employee performance is measured not only by the final results of work but also by the work process, which reflects employee responsibility, discipline, and independence. Robbins and Judge (2024) add that performance is influenced by various internal and external organizational factors, including the prevailing value system and the employee's psychological state. Therefore, employee performance cannot be separated from the organizational environment in which they work.

3. Job Satisfaction

Job satisfaction is an emotional state that reflects an employee's level of enjoyment or dissatisfaction with their job. Robbins and Judge (2024) define job satisfaction as an individual's positive attitude toward their job, emerging from an evaluation of various aspects of the job. Job satisfaction is subjective and influenced by the employee's perception of their work environment. Hasibuan, in Sugiono and Ardiansyah (2021), states that job satisfaction reflects an employee's emotional attitude toward and enjoyment of their work. Satisfied employees tend to exhibit high work motivation, organizational loyalty, and constructive work behavior. Luthans, in

Nurhasanah *et al.* (2022), suggests that job satisfaction can be measured through five main aspects: the work itself, salary, promotion opportunities, supervision, and relationships with coworkers. These aspects serve as the basis for measuring job satisfaction in this study.

Hypotheses

In this research model, organizational Culture is suspected to have a direct influence on employee performance and an indirect influence through job satisfaction as a mediating variable. The relationship between these variables is the basis for formulating the following research hypotheses: (1) H1: Organizational Culture has a positive and significant influence on employee performance. (2) H2: Organizational Culture has a positive and significant influence on job satisfaction. (3) H3: Job satisfaction has a positive and significant influence on employee performance. (4) H4: Job satisfaction mediates the influence of organizational Culture on employee performance.

Research Model



Figure 1: Conceptual Framework

This research's conceptual framework describes the relationship between organizational Culture, job satisfaction, and employee performance. Organizational Culture is hypothesized to influence employee performance both directly and indirectly through job satisfaction as a mediating variable. This model was developed based on previous theories and empirical research findings demonstrating the role of job satisfaction in strengthening the influence of organizational Culture on employee performance.

METHOD

This study applies a quantitative, causal-associative design to examine the relationships and influences among research variables. The research location is at the sub-district and district offices of Ternate Island. The study population comprises 112 employees, including PNS, PPPK, and PTT. All of them were selected as respondents using a saturated sampling technique. Primary data was collected through a closed-ended questionnaire designed based on indicators of organizational Culture, job satisfaction, and employee performance. Each questionnaire item was measured on a 5-point Likert scale.

Data processing and analysis were performed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method in SmartPLS 4.1. The analysis stages included testing the measurement model through validity and reliability tests, and testing the structural model, including the coefficient of determination (R^2), path coefficients, and hypothesis testing using the bootstrapping technique. The SEM-PLS method was chosen because it can analyze complex research models with a relatively small number of samples.

RESULTS AND DISCUSSION

Respondent Characteristics

A descriptive analysis of respondent characteristics was conducted to provide an overview of the data used in this study. This study involved 108 respondents. Respondent characteristics included gender, age, employee type, highest level of education, length of service, and work unit. Based on gender characteristics, 55 respondents were female, and 53 were male. Therefore, it can be concluded that there are slightly more female respondents than male respondents.

Furthermore, based on respondent age, 40 respondents were aged 20–30, 35 were aged 31–40, 23 were aged 41–50, and 10 were aged 50 and over. These data indicate that the majority of respondents were in the 20–30 age range. Based on employee type, 56 respondents were Civil Servants (PNS), 48 were Non-Permanent Employees (PTT), and 4 were PPPK (Permanent Personnel Officers). Therefore, it can be concluded that the majority of respondents in this study were civil servants. Furthermore, based on their highest level of education, 66 respondents had a high school education, 39 had a bachelor's degree, 1 had a diploma (D3), 1 had a master's/doctoral degree, and 1 had other education. This indicates that the majority of respondents had a high school education. Based on length of service, 8 respondents had less than 1 year of service, 19 respondents had 1–3 years of service, 25 respondents had 4–6 years of service, 17 respondents had 7–10 years of service, and 39 respondents had more than 10 years of service. The data shows that most respondents had more than 10 years of service.

Finally, based on work units, respondents from the Sub-district Office numbered 38 people; Foramadiahi Village, 15 people; Dorpedu Village, 14 people; Jambula Village, 13 people; Rua Village, 12 people; Taduma Village, 11 people; and Kastela Village, 5 people. Thus, it can be concluded that the majority of respondents came from the Sub-district Office.

Research Variables

Table 1. Description of research variables

Variables	Indicator	Mean	Category
<i>Organizational Culture</i>	X1	4,47	High
	X2	4,09	High
	X3	4,36	High
	X4	4,19	High
	X5	4,25	High
Mean		4,27	High
<i>Employee Performance</i>	Y1	4,19	High
	Y2	4,37	High
	Y3	4,21	High
	Y4	4,22	High
	Y5	4,12	High
Mean		4,23	High
<i>Job satisfaction</i>	Z1	4,07	High
	Z2	3,23	Moderate
	Z3	3,97	High
	Z4	4,39	High
	Z5	4,42	High
Mean		4.02	High

Source: Data output processed by researchers

Based on Table 1, the organizational culture variable, measured through five indicators (X1–X5), had an overall average of 4.27 and is in the high category. This indicates that respondents assessed the implemented organizational Culture as good. All indicators in this variable are also in the high category, with the highest mean value in indicator X1 at 4.47, and the lowest in indicator X2 at 4.09, which remains in the high category.

Furthermore, the employee performance variable, measured through five indicators (Y1–Y5), had an overall average of 4.23, placing it in the high category. This finding indicates that respondents perceived employee performance as good. The highest mean value was observed in indicator Y2 at 4.37, while the lowest was in indicator Y5 at 4.12, which was still within the high category.

Meanwhile, the job satisfaction variable, measured by five indicators (Z1–Z5), had an overall average of 4.02, placing it in the high category. This indicates that respondents were generally satisfied with their jobs. Although most indicators fell within the high category, one indicator, Z2, with a mean value of 3.23, fell within the medium category. However, the other indicators had high mean values, with the highest value being indicator Z5 at 4.42.

Quantitative Analysis

The quantitative analysis in this study used Partial Least Squares (PLS) analysis. The results of the PLS analysis are reported in two steps: the *outer model* and the *inner model*.

a. Outer Model

Outer model measurements are used to test convergent validity, discriminant validity, AVE, Cronbach's alpha, and composite reliability, as obtained by testing the PLS Algorithm.

1) Convergent Validity

Table 2. First Outer Loading

Indicator	Organizational Culture	Employee Performance	Job Satisfaction
X1	0,815		
X2	0,486		
X3	0,767		
X4	0,800		
X5	0,634		
Y1		0,854	
Y2		0,829	
Y3		0,827	
Y4		0,732	
Y5		0,455	
Z1			0,819
Z2			0,405
Z3			0,671
Z4			0,828
Z5			0,724

Source: Primary data processed by SmartPLS 4.1.0.9

Table 2 above shows that the outer loadings, or correlations between constructs and variables, initially failed to meet convergent validity because several indicators, namely X2, Y5, and Z2, had loading factor values below 0.6. Therefore, a second calculation was performed to remove indicators with loading factor values below 0.6.

Table 3. Final Outer Loadings

Indicator	Organizational Culture	Employee Performance	Job Satisfaction
X1	0,809		
X3	0,731		
X4	0,831		
X5	0,701		
Y1		0,864	
Y2		0,848	
Y3		0,834	
Y4		0,708	
Z1			0,831
Z3			0,659
Z4			0,837
Z5			0,744

Source: Primary data processed by SmartPLS 4.1.0.9

After retesting Table 3 above, the results showed that all loading factor values were above 0.6. Thus, all constructs within each variable can be declared convergent.

2) Discriminant Validity

Table 4. Discriminant Validity

	Organizational Culture	Employee Performance	Job Satisfaction
X1	0,809	0,621	0,530
X3	0,731	0,438	0,521
X4	0,831	0,587	0,612
X5	0,701	0,467	0,453
Y1	0,562	0,868	0,636
Y2	0,637	0,848	0,563
Y3	0,509	0,834	0,551
Y4	0,550	0,708	0,440
Z1	0,656	0,633	0,831
Z3	0,419	0,462	0,659
Z4	0,556	0,516	0,837
Z5	0,460	0,464	0,744

Source: Primary data processed by SmartPLS 4.1.0.9

Table 4 above shows that the correlation between the latent variable and its indicators is greater than the correlation between the other latent variables. This indicates that each construct has a stronger relationship with its own indicators than with other constructs. Furthermore, the cross-loadings for each indicator within a variable are above 0.60. Therefore, the cross-loading analysis for discriminant validity is considered valid and unproblematic.

3) Average Variance Extracted (AVE)

Table 5. Average Variance Extracted (AVE)

Construct	Average Variance Extracted (AVE)	Information
<i>Organizational Culture</i>	0,593	Valid
<i>Employee Performance</i>	0,667	Valid
<i>Job Satisfaction</i>	0,595	Valid

Source: Primary data processed by SmartPLS 4.1.0.9

Table 5 shows that the Average Variance Extracted (AVE) value is greater than 0.5, which means that the convergent validity value is declared to meet the AVE requirements.

4) Cronbach's Alpha and Composite Reliability

Table 6. Cronbach's Alpha and Composite Reliability

Construct	Cronbach's Alpha	Composite Reliability
Organizational Culture	0,769	0,853
Employee Performance	0,832	0,889
Job Satisfaction	0,770	0,853

Source: Primary data processed by SmartPLS 4.1.0.9

Table 6 above shows that all constructs have Cronbach's Alpha and Composite Reliability values greater than 0.7. This indicates that each construct meets the criteria for good reliability. This indicates that the indicators comprising each construct can provide stable, consistent measurement results.

b. Inner Model

Structural model or inner model testing is conducted to determine the relationships among constructs within the research model and to assess the extent of influence among the latent variables. This analysis measures the model's ability to explain the relationships between existing constructs.

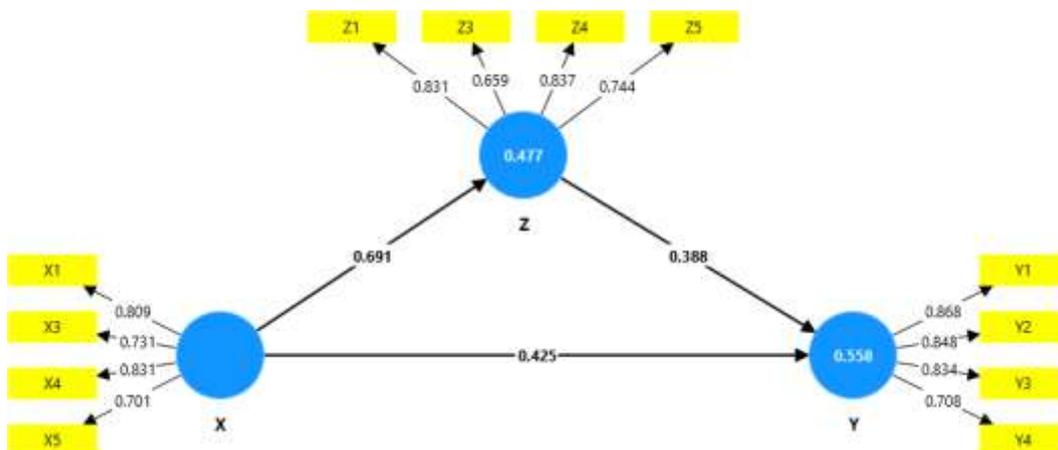


Figure 2. PLS Algorithm

1. R-Square

Table 7. R-Square

	R-Square	R-Square Adjusted
Employee Performance	0,558	0,550
Job Satisfaction	0,477	0,472

Source: Primary data processed by SmartPLS 4.1.0.9

Overall, these two values indicate that this research model has a high level of adequacy in describing the relationships among variables. Organizational Culture has been shown to have a significant contribution to the formation of Job Satisfaction and Employee Performance. Furthermore, the consistency between the R-Square and Adjusted R-Square values strengthens the belief that the developed model is capable of providing reliable analytical results during the testing and interpretation stages of the research.

2. Path Coefficient and Hypothesis Testing

Table 8. Path Coefficient or direct effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEV)	P Values
Organizational Culture → Employee Performance	0,425	0,434	0,104	4,089	0,000
Organizational Culture → Job Satisfaction	0,691	0,704	0,046	15,007	0,000
Job Satisfaction → Employee Performance	0,388	0,384	0,104	3,738	0,000

Source: Primary data processed by SmartPLS 4.1.0.9

From the results of the bootstrapping test in Table 4.15 above, it can be explained as follows:

- 1) Hypothesis Testing 1: Organizational Culture has an effect on employee performance. From the test results, the path coefficient is 0.425, the T-statistic is 4.089 (> 1.96), and the p-value is 0.000 (< 0.05). It can be concluded that organizational Culture has a positive and significant effect on employee performance, and H1 is accepted.
- 2) Hypothesis Testing 2: Organizational Culture has an effect on job satisfaction. The test results show a large path coefficient of 0.691, a T-statistic of 15.007 (> 1.9), and a p-value of 0.000 (< 0.05). It can be concluded that organizational Culture has a positive and significant effect on job satisfaction, and H2 is accepted.
- 3) Hypothesis Testing 3: Job satisfaction has an effect on employee performance. The test results show a path coefficient of 0.388, a T-statistic of 3.738 (> 1.96), and a p-value of 0.000 (< 0.05). It can be concluded that job satisfaction has a positive and significant effect on employee performance, and H3 is accepted.

3. Specific Indirect Effect Results or Indirect Effects

Table 9. Specific Indirect Effect Results or Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEV)	P Values
Organizational Culture → Job Satisfaction → Employee Performance	0,268	0,270	0,073	3,677	0,000

Source: Primary data processed by SmartPLS 4.1.0.9

The results of the analysis show that the path coefficient value is 0.268, the t-statistic value is 3.677, and the p-value is 0.000. These results indicate that job satisfaction serves as a mediating variable in the relationship between organizational Culture and employee performance. Because the p-value is <0.005 and the t-statistic value is >1.96, the relationship is declared statistically significant. Thus, it can be concluded that job satisfaction significantly mediates the influence of organizational Culture on employee performance at the Ternate Island District Office.

Based on the analysis, it was found that organizational Culture has an indirect influence on employee performance through job satisfaction as a mediating variable. To determine the form of mediation, the Variance Accounted For (VAF) was calculated using the following formula. Based on the Variance

Accounted For (VAF) test results above, the mediating variable of job satisfaction between organizational Culture and employee performance yielded a VAF value of 38%. Therefore, this mediation effect is considered a partial mediation.

CONCLUSION

1. Organizational Culture has a positive and significant impact on employee performance at the Ternate Island District Office. These results indicate that the better the implementation of organizational cultural values, such as cooperation, discipline, responsibility, and service orientation, the higher the performance of employees in carrying out their duties.
2. Organizational Culture has a positive influence on employee job satisfaction at the Ternate Island District Office. This means that a conducive work culture, supported by a harmonious environment and strong communication among employees, can increase employees' satisfaction with their work.
3. Job satisfaction has a positive and significant impact on employee performance at the Ternate Island District Office. This means that the higher the level of job satisfaction experienced by employees, whether in terms of job comfort, relationships with colleagues, or superior support, the higher their productivity and responsibility at work.
4. Organizational Culture has a positive and significant influence on employee performance through job satisfaction as a mediating variable at the Ternate Island District Office. This means that a strong culture can increase employee job satisfaction, which, in turn, impacts overall employee performance at the Ternate Island District Office.

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