

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

Saji Saputra^{1*}

Master of Management Program,
Faculty of Economics and Business
University of Pakuan
Bogor, Indonesia
sajisaputra@gmail.com

Yayan Hadiyat²

Faculty of Economics and Business,
University of Pakuan, Bogor, Indonesia

Herdiyana³

Faculty of Economics and Business,
University of Pakuan, Bogor, Indonesia

ABSTRACT

Employee performance plays an important role in determining organizational success. However, several performance indicators in the Risk Management Division of PT CJ Feed Indonesia have not reached expected targets, indicating potential issues related to organizational culture, work motivation, and job satisfaction. This study aims to examine the effect of organizational culture on employee performance through work motivation and job satisfaction as intervening variables. The research applied a descriptive quantitative approach using a survey method. The population consisted of 102 staff-level employees in the Risk Management Division of PT CJ Feed Indonesia across all sites, and all members of the population were used as respondents through a saturated sampling technique. Data were collected using questionnaires and analyzed using Structural Equation Modeling with Partial Least Square. The results show that organizational culture has a significant effect on work motivation and job satisfaction. Work motivation has a positive and significant effect on employee performance, whereas job satisfaction does not significantly influence employee performance. Furthermore, work motivation mediates the relationship between organizational culture and employee performance, while job satisfaction does not play a mediating role. These findings indicate that strengthening organizational culture supported by improving work motivation is more effective in enhancing employee performance. The study provides managerial implications for organizations to focus on internalizing cultural values and strengthening motivational factors to achieve better performance outcomes.

Keywords: Organizational Culture; Work Motivation; Job Satisfaction; Employee Performance



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INTRODUCTION

In today's competitive business environment, employee performance has become a crucial factor determining organizational effectiveness and sustainability. Organizations are required to optimize human resources to achieve strategic objectives and maintain a competitive advantage. The integrative model of organizational behavior explains that individual outcomes, such as employee performance, are influenced by organizational mechanisms and individual characteristics. According to Colquitt et al. (2019), performance is shaped by motivation, job satisfaction, and organizational context, which interact to produce individual outcomes. This model emphasizes that organizational culture, motivation, and job satisfaction play important roles in influencing employee performance. Therefore, understanding the factors influencing employee performance is essential for improving organizational productivity and effectiveness.

Employee performance reflects not only the outcomes of work but also the quality of processes, collaboration, and individual contributions toward organizational goals. McShane and Von Glinow (2018) state that employee performance is the result of a work process that involves ability, motivation, and opportunity to complete tasks according to organizational standards. Similarly, Luthans (2015) defines performance as observable behavior demonstrated by individuals as a result of motivation, skills, and organizational support. These perspectives indicate that performance is not only determined by individual competence but also influenced by psychological and organizational factors.

In the context of risk management functions, employee performance plays a vital role in ensuring accurate risk identification, effective mitigation strategies, and compliance with organizational policies. Performance in risk management divisions involves both task performance, such as analytical accuracy and documentation discipline, and contextual performance, including teamwork, initiative, and collaboration across departments. However, employee performance is influenced by various organizational and individual factors, including organizational culture, work motivation, and job satisfaction.

Organizational culture is considered a fundamental element that shapes employee behavior, values, and working norms. Robbins and Judge (2017) define organizational culture as a system of shared values, beliefs, and norms adopted by members of an organization that guide their behavior in achieving common goals. A strong organizational culture encourages discipline, teamwork, and innovation, which ultimately enhances performance. Conversely, weak cultural internalization may reduce employee initiative and collaboration. Preliminary findings in the Risk Management Division indicate that organizational culture has not been fully internalized, which affects teamwork and initiative in managing risks.

In addition to organizational culture, work motivation is another important factor that drives employees to achieve better performance. McShane and Von Glinow (2018) define motivation as psychological forces that determine the direction, intensity, and persistence of individual behavior toward achieving organizational goals. Motivated employees tend to demonstrate higher commitment, productivity, and responsibility in completing tasks. Therefore, motivation becomes a key mechanism linking organizational culture with improved employee performance.

Job satisfaction also contributes to employee performance by creating positive psychological conditions in the workplace. Griffin and Moorhead (2017) define job satisfaction as a positive attitude reflected in the level of psychological comfort individuals experience toward their work. Employees who experience job satisfaction are more likely to be engaged and committed to organizational goals. However, empirical findings regarding the influence of job satisfaction on performance remain inconsistent.

Some studies suggest a significant positive relationship, while others report insignificant effects, indicating the need for further investigation, particularly in specific organizational contexts.

This study focuses on the Risk Management Division of PT CJ Feed Indonesia, where employee performance has not yet reached optimal levels, and the implementation of organizational culture, work motivation, and job satisfaction still requires improvement. The research examines the direct effect of organizational culture on employee performance, as well as the mediating roles of work motivation and job satisfaction. The study adopts a quantitative approach using Structural Equation Modeling based on Partial Least Squares (PLS) to analyze relationships among variables.

The novelty of this research lies in examining the mediating roles of work motivation and job satisfaction simultaneously in the relationship between organizational culture and employee performance within a risk management context. The findings are expected to provide theoretical contributions to organizational behavior literature and practical implications for improving human resource management strategies, particularly in strengthening organizational culture and enhancing employee motivation to achieve optimal performance.

LITERATURE REVIEW

Organizational culture, work motivation, and job satisfaction are widely recognized as important determinants of employee performance. These variables influence employee attitudes, behavior, and productivity, particularly in organizations that require high levels of coordination and responsibility such as risk management divisions. This study draws on three main theoretical perspectives: Organizational Behavior Theory, Motivation Theory, and Social Exchange Theory to examine the relationship between organizational culture, work motivation, job satisfaction, and employee performance. According to Colquitt et al. (2019) in the Integrative Model of Organizational Behavior, individual outcomes such as employee performance are influenced by organizational mechanisms, including organizational culture, and individual characteristics such as motivation and job satisfaction. This model emphasizes that organizational culture shapes work motivation and job satisfaction, which subsequently affect employee performance. Therefore, the integrative model provides a comprehensive framework for understanding the relationships among organizational culture, work motivation, job satisfaction, and employee performance.

Organizational Culture

Organizational culture refers to shared values, beliefs, and norms that guide employee behavior within an organization. Robbins and Judge (2017) define organizational culture as a system of shared values, beliefs, and norms adopted by members of an organization that guide their behavior in achieving common goals. A strong organizational culture promotes discipline, teamwork, and innovation, which contribute to improved performance. According to Schein, organizational culture shapes how employees perceive their roles and responsibilities (Efawati, 2020). Empirical studies show that organizational culture has a significant positive influence on employee performance, as it creates clarity in expectations and encourages collaboration. However, weak cultural internalization may reduce employee initiative and overall productivity.

Work Motivation

Work motivation is defined as the internal and external drive that stimulates employees to perform tasks effectively (Chaniago et al., 2025). McShane and Von Glinow (2018) define motivation as psychological forces that determine the direction, intensity, and persistence of individual behavior toward achieving organizational goals. Motivation theory suggests that motivated employees demonstrate higher commitment, productivity, and responsibility. Herzberg's Two-Factor Theory explains that motivational factors such as achievement, recognition, and responsibility encourage employees to perform better. Several empirical studies confirm that work motivation positively affects employee performance, indicating that employees with high motivation tend to achieve better work outcomes.

Job Satisfaction

Job satisfaction reflects employees' emotional responses toward their work, including satisfaction with compensation, supervision, working conditions, and career opportunities. Griffin and Moorhead (2017) define job satisfaction as a positive attitude reflected in the level of psychological comfort individuals experience toward their work. Social Exchange Theory explains that when employees feel satisfied, they reciprocate with higher commitment and improved performance. Although many studies report a positive relationship between job satisfaction and employee performance, some findings indicate that job satisfaction does not directly influence performance but acts as a mediating variable through motivation and engagement.

Employee Performance

Employee performance represents the level of achievement in completing tasks based on predetermined standards. McShane and Von Glinow (2018) state that employee performance is the result of a work process involving ability, motivation, and opportunity to complete tasks according to organizational standards. In addition, Luthans (2015) defines performance as observable behavior demonstrated by individuals as a result of motivation, skills, and organizational support. Performance includes both task performance and contextual performance. High employee performance reflects effectiveness in achieving organizational goals (Nurain et al., 2024). Previous studies indicate that organizational culture, work motivation, and job satisfaction are key factors influencing employee performance either directly or indirectly.

Conceptual Framework

Based on the theoretical review, organizational culture is expected to influence employee performance directly and indirectly through work motivation and job satisfaction. A strong organizational culture enhances motivation and satisfaction, which subsequently improves employee performance. Work motivation and job satisfaction are therefore positioned as mediating variables in this study. The research model is illustrated in the following diagram:

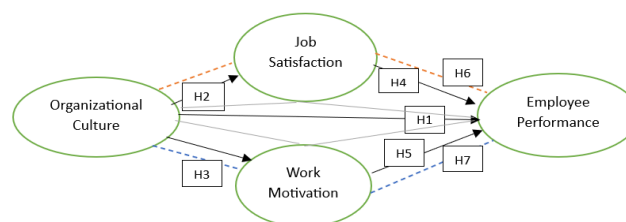


Figure 1. Research Constellation

Source: Own Compilation, 2025

Research Hypotheses

Based on the theoretical review above, the research hypotheses are formulated as follows:

H1: Organizational culture has a positive effect on employee performance.

H2: Organizational culture has a positive effect on work motivation.

H3: Organizational culture has a positive effect on job satisfaction.

H4: Work motivation has a positive effect on employee performance.

H5: Job satisfaction has a positive effect on employee performance.

H6: Organizational culture has a positive effect on employee performance through work motivation.

H7: Organizational culture has a positive effect on employee performance through job satisfaction.

RESEARCH METHOD

This study was conducted at the Risk Management Division of PT CJ Feed Indonesia. The research aimed to examine the effect of organizational culture on employee performance, with work motivation and job satisfaction as intervening variables. A quantitative approach with a causal-associative design was employed to analyze the relationships among variables and test the proposed hypotheses.

The population of this study consisted of all staff-level employees in the Risk Management Division of PT CJ Feed Indonesia across all sites, totaling 102 employees. Because the population size was relatively small and accessible, this study employed a saturated sampling (census) technique, in which all members of the population were used as research respondents (Chaniago et al., 2023). According to Sugiyono (2019), saturated sampling is a sampling technique in which all members of the population are used as samples when the population size is relatively small. Therefore, the total sample in this study consisted of 102 respondents. Primary data were collected through structured questionnaires distributed directly to respondents. The measurement scale used was a five-point Likert scale ranging from strongly disagree to strongly agree.

Organizational culture was measured using indicators reflecting shared values, teamwork, discipline, and innovation. Work motivation was measured based on intrinsic and extrinsic motivation factors, including achievement, recognition, responsibility, and work encouragement. Job satisfaction was measured through satisfaction with compensation, supervision, working conditions, and career opportunities. Employee performance was measured using task performance and contextual performance indicators, such as work quality, productivity, cooperation, and responsibility.

Data analysis was conducted using Structural Equation Modeling based on Partial Least Squares (PLS-SEM). The analysis consisted of two stages: measurement model evaluation and structural model evaluation. The measurement model evaluation included convergent validity, discriminant validity, and reliability testing using composite reliability and Cronbach's alpha. The structural model evaluation included the coefficient of determination (R^2), predictive relevance (Q^2), and hypothesis testing using bootstrapping procedures. This method was chosen because it is suitable for complex models with mediating variables and relatively small sample sizes.

The results of this analysis were used to determine the direct and indirect effects of organizational culture on employee performance through work motivation and job satisfaction, and to evaluate the overall research model. Table 1 below presents the operationalization of variables as a reference for measurement.

Table 1. Operationalization of research variables

Variable	Type of Variable	Indicators	Measurement Scale	Source
Organizational Culture (X1)	Independent	Shared values, teamwork, discipline, innovation, leadership support, communication, organizational norms	Likert Scale (1–5)	Schein (2010); Robbins & Judge (2017)
Work Motivation (Z1)	Intervening	Achievement, recognition, responsibility, work encouragement, career development, intrinsic motivation, and extrinsic motivation	Likert Scale (1–5)	Herzberg (1959); Robbins & Judge (2017)
Job Satisfaction (Z2)	Intervening	Satisfaction with salary, supervision, working conditions, promotion opportunities, co-worker relationships, and job security	Likert Scale (1–5)	Locke (1976); Luthans (2011)
Employee Performance (Y)	Dependent	Work quality, productivity, responsibility, cooperation, initiative, timeliness, effectiveness	Likert Scale (1–5)	Mangkunegara (2017); Robbins & Judge (2017)

Source: Own Compilation (2026)

Data Analysis Technique

This study applies quantitative data analysis using Structural Equation Modeling based on Partial Least Squares (PLS-SEM). The analysis was conducted using SmartPLS software to examine the relationships among organizational culture, work motivation, job satisfaction, and employee performance. The analysis process consists of several sequential steps to ensure the validity and reliability of the empirical model.

Descriptive Statistical Analysis

This step provides a general overview of the respondent characteristics and research variables. Descriptive statistics include mean, standard deviation, minimum, and maximum values for each variable, namely organizational culture, work motivation, job satisfaction, and employee performance. This analysis aims to describe the tendency of respondents' perceptions toward each research indicator.

Measurement Model Evaluation (Outer Model)

The measurement model evaluation is conducted to assess the validity and reliability of the constructs. Convergent validity is evaluated using factor loadings and Average Variance Extracted (AVE), where loading values above 0.70 and AVE values above 0.50 indicate acceptable validity. Discriminant validity is assessed using the Fornell-Larcker criterion and cross-loading values to ensure that each construct is distinct from others. Reliability is measured using Cronbach's alpha and composite reliability, with threshold values above 0.70 indicating reliable constructs.

Structural Model Evaluation (Inner Model)

The structural model evaluation is performed to examine relationships among latent variables. This evaluation includes the coefficient of determination (R^2) to measure the explanatory power of independent variables on dependent variables. Predictive relevance (Q^2) is also calculated to assess the predictive capability of the model. Additionally, the effect size (f^2) is examined to determine the contribution of each independent variable to the dependent variable.

Hypothesis Testing

Hypothesis testing is conducted using the bootstrapping method in PLS-SEM. The significance of relationships is determined based on t-statistics and p-values. A significance level of 5% ($\alpha = 0.05$) is used as the decision criterion. Hypotheses are accepted if the p-value is less than 0.05 and the t-statistic exceeds the critical value.

Mediation Analysis

To examine the mediating roles of work motivation and job satisfaction, indirect effects are analyzed using bootstrapping procedures. The mediation effect is considered significant when the indirect path coefficient is statistically significant. This analysis determines whether work motivation and job satisfaction mediate the relationship between organizational culture and employee performance.

The final model is evaluated based on goodness-of-fit indicators and explanatory power to ensure the robustness of the research findings.

RESEARCH RESULTS

Results of Descriptive Statistical Test

The collinearity test was conducted to assess potential multicollinearity among predictor constructs in the structural model using the Variance Inflation Factor (VIF) values. A VIF value below 5 indicates that multicollinearity is not problematic. The results of the collinearity test are presented in Table 2.

Table 2. Collinearity Test Results (VIF)

Endogenous Construct	Predictor	VIF	Description
Job Satisfaction	Organizational Culture	1	≤ 5 (acceptable)
Work Motivation	Organizational Culture	1	≤ 5 (acceptable)
Employee Performance	Organizational Culture	2.058	≤ 5 (acceptable)
Employee Performance	Job Satisfaction	2.733	≤ 5 (acceptable)
Employee Performance	Work Motivation	3.161	≤ 5 (acceptable)

Source: Own Compilation (2026)

Table 2 shows that all VIF values are below the recommended threshold of 5, indicating that multicollinearity is not present in the structural model. Organizational Culture demonstrates very low collinearity when predicting Job Satisfaction and Work Motivation, with VIF values of 1.000. Similarly, the predictors of Employee Performance, Organizational Culture, Job Satisfaction, and Work Motivation also fall within acceptable limits.

These results indicate that each predictor contributes independently to the endogenous constructs without inflating standard errors or biasing parameter estimates. Therefore, the structural model meets the collinearity assumption and can be continued to hypothesis testing using path coefficients, T-statistics, and P-values

Based on these findings, the structural model was further evaluated by examining the path coefficients, T-statistics, and P-values to test the proposed hypotheses. The results of both direct and indirect effects among variables are presented in Table 3.

Table 3. Path Coefficients and Hypothesis Testing Results

Effect	Path Coefficient	T Statistics	P Value
Organizational Culture → Employee Performance	0.227	3.242	0.001
Organizational Culture → Job Satisfaction	0.643	10.855	0
Organizational Culture → Work Motivation	0.702	15.301	0
Work Motivation → Employee Performance	0.599	5.301	0
Job Satisfaction → Employee Performance	0.061	0.571	0.284
Organizational Culture → Job Satisfaction → Employee Performance	0.04	0.56	0.288
Organizational Culture → Work Motivation → Employee Performance	0.421	4.927	0

Source: Own Compilation (2026)

The results in the table show both direct and indirect effects among the constructs in the structural model. Organizational Culture has a positive and significant effect on Employee Performance ($\beta = 0.227$, $T = 3.242$, $p = 0.001$), indicating that stronger organizational culture improves employee performance. Organizational Culture also has a strong and significant influence on Job Satisfaction ($\beta = 0.643$, $T = 10.855$, $p = 0.000$) and Work Motivation ($\beta = 0.702$, $T = 15.301$, $p = 0.000$), suggesting that a better culture enhances employees' satisfaction and motivation. Furthermore, Work Motivation significantly affects Employee Performance ($\beta = 0.599$, $T = 5.301$, $p = 0.000$), showing that motivated employees tend to perform better.

However, Job Satisfaction does not significantly influence Employee Performance ($\beta = 0.061$, $T = 0.571$, $p = 0.284$), indicating that satisfaction alone is not sufficient to improve performance. Similarly, the indirect effect of Organizational Culture on Employee Performance through Job Satisfaction is not significant ($\beta = 0.040$, $T = 0.560$, $p = 0.288$). In contrast, the indirect effect through Work Motivation is significant ($\beta = 0.421$, $T = 4.927$, $p = 0.000$), demonstrating that Work Motivation acts as an effective mediating variable. Overall, these findings indicate that Organizational Culture improves Employee Performance both directly and indirectly, with Work Motivation serving as the strongest mediation pathway.

Based on the descriptive statistical analysis, the variables of Organizational Culture, Work Motivation, Job Satisfaction, and Employee Performance show relatively good average values. Organizational Culture has a mean value indicating that employees perceive the organizational values and norms to be fairly well implemented. Work Motivation also shows a positive average score, reflecting that employees generally have sufficient encouragement to perform their tasks. Job Satisfaction demonstrates a moderate level, suggesting that although employees feel fairly satisfied, there is still room for improvement. Meanwhile, Employee Performance shows a good average value, indicating that employees are able to achieve the expected work targets.

The standard deviation values of all variables are relatively small, which indicates that the data distribution is homogeneous and the responses among respondents do not

vary widely. The normality test results also show that all variables are normally distributed, as indicated by probability values greater than 0.05. Therefore, the data are suitable for further regression analysis.

Furthermore, the collinearity test results confirm that there is no multicollinearity problem among the predictor constructs, as all VIF values are below the threshold of 5. This indicates that each variable contributes independently to the model and does not distort the relationships being tested. After ensuring that the data met the assumptions of normality and collinearity, hypothesis testing was conducted to examine the direct and indirect effects among variables. The structural model results reveal that Organizational Culture significantly influences Job Satisfaction, Work Motivation, and Employee Performance. Work Motivation also has a significant positive effect on Employee Performance, while Job Satisfaction does not show a significant effect. Additionally, Work Motivation acts as a significant mediating variable in the relationship between Organizational Culture and Employee Performance, whereas Job Satisfaction does not function as a mediator. Overall, these findings indicate that Organizational Culture plays an important role in improving Employee Performance, both directly and indirectly through Work Motivation.

Overall, the results of the descriptive statistical analysis, collinearity test, and hypothesis testing suggest several important conclusions can be drawn. First, the descriptive statistical results indicate that Organizational Culture, Work Motivation, Job Satisfaction, and Employee Performance have relatively good average values. This suggests that employees generally perceive the organizational environment positively, possess adequate motivation, experience moderate job satisfaction, and demonstrate good performance. The relatively small standard deviation values further indicate that the data are homogeneous, meaning respondents' answers do not vary widely. In addition, the normality test confirms that all variables are normally distributed, implying that the data meet the assumptions required for further statistical analysis.

The collinearity test results show that all Variance Inflation Factor (VIF) values are below the threshold of 5. This indicates that there is no multicollinearity problem among the predictor constructs. Each exogenous variable contributes independently to the endogenous variables without causing bias in the structural model. Therefore, the model is statistically reliable and suitable for hypothesis testing.

The structural model evaluation demonstrates that Organizational Culture has a positive and significant effect on Employee Performance, Job Satisfaction, and Work Motivation. These findings indicate that strengthening organizational values and norms can directly improve employee performance while also enhancing employees' motivation and satisfaction. Furthermore, Work Motivation has a significant positive effect on Employee Performance, suggesting that motivated employees tend to achieve better work outcomes.

However, Job Satisfaction does not have a significant effect on Employee Performance. This indicates that although employees may feel satisfied with their jobs, satisfaction alone does not necessarily translate into improved performance. This finding implies that other factors, particularly motivation, play a more crucial role in influencing performance.

Regarding the mediating effects, Work Motivation is proven to significantly mediate the relationship between Organizational Culture and Employee Performance. This means that Organizational Culture can indirectly improve Employee Performance by increasing employees' motivation. In contrast, Job Satisfaction does not act as a mediating variable because its indirect effect is not significant.

Results of Classical Assumption Test

The classical assumption tests were conducted to ensure the regression model met the requirements. The classical assumption tests were conducted to ensure that the regression model fulfilled the statistical requirements and produced unbiased and reliable estimates. These tests included normality, multicollinearity, heteroscedasticity, and autocorrelation assessments. The results of these tests indicate that the model meets all necessary assumptions for further hypothesis testing.

The normality test was performed to examine whether the residuals of the regression model were normally distributed. The results show that the residual values follow a normal distribution, as indicated by significance values greater than 0.05 and supported by the normal probability plot, where the data points are distributed around the diagonal line. This finding confirms that the regression model satisfies the normality assumption, allowing the use of parametric statistical analysis.

The multicollinearity test was conducted to determine whether there is a high correlation among the independent variables. The results show that all tolerance values are above 0.10 and all Variance Inflation Factor (VIF) values are below 10. These findings indicate that there is no multicollinearity problem among Organizational Culture, Work Motivation, and Job Satisfaction. Therefore, each independent variable contributes uniquely to the dependent variable, and the regression coefficients can be interpreted reliably.

The heteroscedasticity test was performed to assess whether the variance of the residuals is constant across all levels of the independent variables. The results show that the significance values for all independent variables are greater than 0.05. This indicates that heteroscedasticity is not present in the regression model. Additionally, the scatterplot of standardized residuals demonstrates a random distribution without a clear pattern, further confirming that the assumption of homoscedasticity is fulfilled.

The autocorrelation test was conducted using the Durbin-Watson statistic to determine whether there is a correlation between residuals in the regression model. The Durbin-Watson value falls within the acceptable range, indicating that there is no autocorrelation problem. This means that the residuals are independent from one observation to another, and the regression model is stable.

Overall, the results of the classical assumption tests confirm that the regression model satisfies the assumptions of normality, absence of multicollinearity, homoscedasticity, and no autocorrelation. Therefore, the regression model is appropriate and statistically reliable for hypothesis testing and further analysis.

Regression Results and Hypothesis Testing

Multiple regression analysis was conducted to examine the influence of organizational culture, work motivation, and job satisfaction on employee performance. This analysis aims to determine both the individual and simultaneous contributions of each independent variable to employee performance. The findings were interpreted by integrating empirical results with the Integrative Model of Organizational Behavior proposed by Jason A. Colquitt et al. (2019), which explains that organizational mechanisms and individual mechanisms jointly determine performance outcomes.

The results show that organizational culture has a positive and significant effect on employee performance. This finding indicates that stronger organizational values, shared norms, and behavioral expectations encourage employees to improve their performance. In the context of the Risk Management Division, an organizational culture

emphasizing discipline, teamwork, and accountability supports employees in completing tasks more effectively and accurately. Employees who clearly understand organizational expectations tend to align their behavior with performance standards. This result supports the view of Stephen P. Robbins and Timothy A. Judge (2017), who define organizational culture as a system of shared values that directs employee behavior toward achieving organizational goals. Therefore, stronger cultural internalization leads to better coordination, responsibility, and overall performance. Based on these findings, the first hypothesis (H1) is supported.

Work motivation also has a positive and significant effect on employee performance. This finding suggests that employees with higher motivation demonstrate better work outcomes. Motivated employees tend to show greater initiative, persistence, and responsibility in completing their tasks. In practice, employees in the Risk Management Division who possess strong motivation are more proactive in identifying risks, completing documentation accurately, and collaborating with other departments. This finding is consistent with the perspective of Steven L. McShane and Mary Ann Von Glinow (2018), who define motivation as psychological forces that determine direction, intensity, and persistence of behavior. Higher motivation encourages employees to exert greater effort, which leads to improved productivity and performance. Thus, the second hypothesis (H2) is supported.

Job satisfaction shows a positive but not significant effect on employee performance. This result indicates that although employees feel satisfied with their work conditions, satisfaction alone does not directly improve performance. Employees may experience psychological comfort and positive attitudes toward their jobs, but this does not necessarily translate into higher productivity. In the Risk Management Division, employees may be satisfied with compensation, supervision, or working conditions, yet their performance still depends more on motivation and organizational support. This finding aligns with the Integrative Model of Organizational Behavior, which categorizes job satisfaction as a job attitude rather than a direct determinant of performance. Job satisfaction contributes to psychological well-being but does not automatically increase work output. Therefore, the third hypothesis (H3) is not supported.

The coefficient of determination (R^2) indicates that organizational culture, work motivation, and job satisfaction simultaneously explain a substantial proportion of the variance in employee performance. This means that these three variables collectively contribute to improving performance within the organization. However, the remaining variance in employee performance is influenced by other factors not included in this study, such as leadership style, work environment, competence, training, and organizational support. This result suggests that improving employee performance requires a comprehensive approach, focusing not only on strengthening organizational culture and motivation but also considering other supporting factors that may influence performance outcomes.

Simultaneous Test (F-Test)

The simultaneous test (F-test) results indicate that Organizational Culture, Work Motivation, and Job Satisfaction jointly have a significant effect on Employee Performance. This finding shows that these independent variables collectively contribute to explaining variations in employee performance. The significant F value also confirms that the regression model is statistically appropriate and can be used to predict Employee Performance. Therefore, the model is considered fit and reliable for further interpretation.

Partial Test (t-Test) Summary

Based on the t-test results:

- **Organizational Culture → Employee Performance**
Organizational Culture has a positive and significant effect on Employee Performance ($\beta = 0.227$, $T = 3.242$, $p = 0.001$). This indicates that better implementation of organizational values and norms directly improves employee performance. Therefore, H1 is supported.
- **Organizational Culture → Job Satisfaction**
Organizational Culture shows a positive and significant influence on Job Satisfaction ($\beta = 0.643$, $T = 10.855$, $p = 0.000$). This finding suggests that a stronger organizational culture increases employees' level of job satisfaction. Therefore, H2 is supported.
- **Organizational Culture → Work Motivation**
Organizational Culture has a positive and significant effect on Work Motivation ($\beta = 0.702$, $T = 15.301$, $p = 0.000$). This result indicates that improvements in organizational culture strongly enhance employees' motivation. Therefore, H3 is supported.
- **Work Motivation → Employee Performance**
Work Motivation significantly affects Employee Performance ($\beta = 0.599$, $T = 5.301$, $p = 0.000$). This means that higher work motivation leads to better employee performance. Therefore, H4 is supported.
- **Job Satisfaction → Employee Performance**
Job Satisfaction has a positive but not significant effect on Employee Performance ($\beta = 0.061$, $T = 0.571$, $p = 0.284$). This indicates that although employees may feel satisfied, it does not significantly improve their performance. Therefore, H5 is not supported.
- **Organizational Culture → Job Satisfaction → Employee Performance**
The indirect effect of Organizational Culture on Employee Performance through Job Satisfaction is positive but not significant ($\beta = 0.040$, $T = 0.560$, $p = 0.288$). This indicates that Job Satisfaction does not mediate the relationship between Organizational Culture and Employee Performance. Therefore, H6 is not supported.
- **Organizational Culture → Work Motivation → Employee Performance**
The indirect effect of Organizational Culture on Employee Performance through Work Motivation is positive and significant ($\beta = 0.421$, $T = 4.927$, $p = 0.000$). This finding shows that Work Motivation acts as a mediating variable that strengthens the relationship between Organizational Culture and Employee Performance. Therefore, H7 is supported.

These findings indicate that improving organizational culture and work motivation is more effective in enhancing employee performance compared to focusing solely on job satisfaction. A strong organizational culture helps create shared values, clear norms, and supportive work environments that encourage employees to work more effectively and align their goals with organizational objectives. At the same time, higher work motivation stimulates employees to exert greater effort, improve productivity, and complete tasks with better quality and efficiency. In contrast, job satisfaction alone, although important for maintaining positive attitudes and reducing turnover, does not directly translate into improved performance. Therefore, organizations should prioritize strengthening organizational culture and fostering work motivation as strategic efforts to

achieve optimal employee performance, while job satisfaction can be positioned as a supporting factor that contributes indirectly to overall organizational effectiveness

DISCUSSION

This study examines the relationships between organizational culture, work motivation, job satisfaction, and employee performance using Structural Equation Modeling (SEM) with Partial Least Squares (PLS). The findings are interpreted based on empirical results and theoretical perspectives, particularly the Integrative Model of Organizational Behavior proposed by Jason A. Colquitt et al. (2019), which explains that organizational mechanisms influence individual mechanisms that ultimately determine employee performance. The model emphasizes that organizational culture functions as an organizational mechanism that shapes individual attitudes, such as motivation and satisfaction, which subsequently affect performance outcomes. This theoretical framework is relevant to the conditions in the Risk Management Division of PT CJ Feed Indonesia, where cultural values, motivation, and satisfaction are interconnected in shaping employee performance.

The first hypothesis testing indicates that organizational culture has a positive and significant effect on employee performance, with a path coefficient of 0.227, a T-statistic of 3.242, and a P-value of 0.001. This finding suggests that a stronger organizational culture contributes to improved employee performance, although the magnitude of the effect is moderate. This condition reflects the reality in the Risk Management Division, where organizational values such as discipline, teamwork, and responsibility have been implemented but not yet fully internalized by all employees. As a result, cultural influence on performance is present but not dominant. This finding is consistent with the perspective of Stephen P. Robbins and Timothy A. Judge (2017), who state that organizational culture acts as a system of shared values that directs employee behavior toward achieving organizational goals. In practice, when employees understand and adopt organizational values, they tend to work more collaboratively and demonstrate greater responsibility in managing risks, which ultimately improves performance outcomes.

The second hypothesis shows that organizational culture has a positive and significant effect on job satisfaction, with a path coefficient of 0.643, T-statistic of 10.855, and P-value of 0.000. This result indicates that organizational culture strongly influences employees' psychological comfort and attitudes toward their work. In the field, employees who perceive supportive leadership, open communication, and fair work procedures tend to feel more satisfied with their jobs. This finding supports the view of Edgar H. Schein, who emphasizes that organizational culture shapes employee perceptions and experiences in the workplace. A culture that promotes teamwork and mutual respect enhances employee satisfaction by creating a positive work environment. However, although satisfaction increases, it does not necessarily lead to improved performance, as demonstrated in subsequent findings.

The third hypothesis indicates that organizational culture has a positive and significant effect on work motivation, with a path coefficient of 0.702, T-statistic of 15.301, and P-value of 0.000. This relationship represents the strongest influence in the model, suggesting that organizational culture is the dominant factor affecting employee motivation. This finding reflects the conditions in the Risk Management Division, where employees who understand organizational goals and receive recognition for their contributions tend to demonstrate higher motivation. Cultural values emphasizing accountability and collaboration encourage employees to take initiative and perform tasks more effectively. This result is consistent with the perspective of Steven L. McShane and

Mary Ann Von Glinow (2018), who define motivation as psychological forces that determine the direction, intensity, and persistence of behavior. A strong organizational culture provides meaning and direction, which enhances employee motivation and work engagement.

The fourth hypothesis shows that work motivation has a positive and significant effect on employee performance, with a path coefficient of 0.599, T-statistic of 5.301, and P-value of 0.000. This finding indicates that motivated employees demonstrate higher productivity and responsibility in completing their tasks. In practice, employees in the Risk Management Division who have strong motivation tend to perform risk assessments more carefully, meet deadlines, and collaborate effectively with other departments. This result supports the Integrative Model of Organizational Behavior, which explains that motivation is an individual mechanism that directly influences performance outcomes. Employees with high motivation exert greater effort and persistence, which leads to improved performance.

The fifth hypothesis indicates that job satisfaction does not have a significant effect on employee performance, with a path coefficient of 0.061, T-statistic of 0.571, and P-value of 0.284. Although the relationship is positive, it is statistically insignificant. This finding suggests that employees who feel satisfied with their jobs do not necessarily demonstrate higher performance. This condition reflects the reality that employees may feel comfortable with their work environment but may not increase productivity beyond minimum standards. The Integrative Model of Organizational Behavior categorizes job satisfaction as a job attitude rather than a direct determinant of performance. Therefore, satisfaction contributes to psychological well-being but does not automatically improve work outcomes. This finding also indicates that satisfaction may influence other outcomes, such as commitment or retention, rather than performance.

The mediation analysis further indicates that job satisfaction does not significantly mediate the relationship between organizational culture and employee performance, with an indirect coefficient of 0.040, T-statistic of 0.560, and P-value of 0.288. This result shows that although organizational culture improves job satisfaction, satisfaction does not translate into improved performance. In the field, employees may feel satisfied with organizational conditions, but this satisfaction does not necessarily increase effort or productivity. Therefore, job satisfaction functions as a supportive psychological factor rather than a performance driver.

In contrast, work motivation significantly mediates the relationship between organizational culture and employee performance, with an indirect coefficient of 0.421, T-statistic of 4.927, and P-value of 0.000. This finding indicates that organizational culture improves employee performance primarily by strengthening motivation. In the Risk Management Division, cultural values such as accountability, teamwork, and discipline enhance employees' internal drive, which leads to better performance. This result supports the Integrative Model of Organizational Behavior, which explains that organizational mechanisms influence performance through individual mechanisms. Overall, the findings demonstrate that strengthening organizational culture enhances motivation, which subsequently improves employee performance, while job satisfaction plays a supportive but non-significant role in mediating this relationship.

CONCLUSIONS

This study examined the influence of organizational culture and work motivation on employee performance, with job satisfaction acting as an intervening variable. The research was conducted using a quantitative approach on employees in the Risk

Management Division of PT CJ Feed Indonesia. The analysis included descriptive statistics, classical assumption testing, and structural model evaluation to determine the direct and indirect relationships among variables. Based on the results, several comprehensive conclusions can be drawn.

First, organizational culture has a positive and significant effect on employee performance. This indicates that the stronger the organizational culture reflected through shared values, discipline, teamwork, and commitment, the higher the level of employee performance achieved. A well-internalized organizational culture provides clear behavioral guidance for employees, encourages collaboration, and aligns individual goals with organizational objectives. As a result, employees are able to perform their tasks more effectively and contribute to organizational success.

Second, work motivation has a positive and significant effect on employee performance. Employees with higher levels of motivation tend to demonstrate stronger enthusiasm, responsibility, initiative, and persistence in completing their duties. Motivated employees are more focused on achieving targets and improving productivity, which ultimately leads to better performance outcomes. This finding confirms that work motivation is a key driver in enhancing individual and organizational performance.

Third, organizational culture significantly influences job satisfaction. A supportive organizational culture that promotes fairness, open communication, teamwork, and recognition creates a positive work environment. Employees who perceive that organizational values align with their expectations tend to feel more comfortable and satisfied with their work. Therefore, organizational culture plays an important role in shaping positive employee attitudes and improving psychological well-being.

Fourth, work motivation also has a positive and significant effect on job satisfaction. Employees who are highly motivated tend to experience a greater sense of achievement, recognition, and personal fulfillment. These factors contribute to increased job satisfaction and create a more positive work atmosphere. This finding highlights the importance of maintaining and strengthening employee motivation as part of organizational strategies to improve workplace satisfaction.

Fifth, job satisfaction does not significantly influence employee performance. Although job satisfaction has a positive direction of relationship, the effect is not statistically significant. This result suggests that satisfaction alone is not sufficient to improve employee performance. Employees may feel satisfied with their work conditions without necessarily increasing productivity. Instead, factors such as organizational culture and work motivation have a more direct and stronger impact on performance outcomes.

Sixth, job satisfaction does not mediate the relationship between organizational culture and employee performance. This finding indicates that organizational culture directly influences employee performance without passing through job satisfaction as an intermediary variable. In other words, improvements in organizational culture can immediately enhance performance regardless of satisfaction levels.

Seventh, job satisfaction also does not mediate the relationship between work motivation and employee performance. Work motivation directly contributes to improving employee performance, and the effect remains significant even without the presence of job satisfaction as a mediating variable. This demonstrates that motivation plays a more dominant role compared to satisfaction in influencing performance outcomes.

Overall, this study confirms that organizational culture and work motivation are the main determinants of employee performance. Organizational culture provides a structural foundation that shapes employee behavior, while work motivation drives

employees to achieve higher levels of productivity. Job satisfaction, although important for maintaining positive attitudes and a conducive work environment, plays a supportive role rather than a decisive factor in improving performance. These findings emphasize the importance of organizations to strengthen their cultural values and implement strategies that enhance employee motivation in order to achieve optimal performance.

This study also has several limitations. First, the research sample is limited to employees in the Risk Management Division of a single company, which may limit the generalizability of the findings to other organizations or industries. Second, the study only uses job satisfaction as an intervening variable, while other potential mediators such as leadership style, organizational commitment, and work environment were not examined. Third, the cross-sectional research design does not capture changes in employee attitudes and performance over time, which may influence the interpretation of causal relationships.

Therefore, future research is recommended to expand the sample to different divisions or organizations to improve generalizability. Researchers are also encouraged to include additional mediating or moderating variables, such as leadership, work environment, or organizational commitment, to provide deeper insights into the factors affecting employee performance. Furthermore, longitudinal studies are suggested to better understand the dynamic relationships between organizational culture, work motivation, job satisfaction, and employee performance over time. These improvements are expected to provide more comprehensive and robust findings for both academic and managerial implications.

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