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The Influence of Organizational Culture on Employee Performance with Work Motivation and Job Satisfaction as Mediating Variables

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Abstract. *One of the key factors that influences the success of an organization is employee performance, which is the tangible result of individual contributions to achieving organizational goals. Therefore, understanding the factors that can drive improved employee performance is a necessity for every organization. This research is a causal study. Causal study research is research used to determine the influence or relationship between two or more variables. In other words, the researcher's intention is to try to find the influence of organizational culture on employee performance with work motivation and job satisfaction as mediating variables. In terms of its analytical approach, this research uses a quantitative method. Quantitative research is research that obtains data in the form of numbers, using analytical methods as a calculation tool for the data that has been obtained.Organizational culture has a positive and significant influence on employee work motivation. The stronger and more conducive the organizational culture, the higher the employee work motivation.*

Keywords: *Employee; Organizational; Quantitative; Variables.*

1. Introduction

Human resources are a key factor in achieving optimal performance, as they are crucial for determining and achieving effective and efficient goals. Human resources are currently a national problem, as many human resources are not being utilized effectively and efficiently (Koesmono, 2005). The problem is that some employees lack enthusiasm, give up easily, are pessimistic, and struggle to complete their work. Employee performance is the work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. Performance itself is the work achieved by an individual or group of individuals within a company within their respective authorities and responsibilities in an effort to achieve company goals in a manner that is both legal and ethical (Rivai & Basri, 2005).

In an era of increasingly fierce global competition, organizations are required to continuously improve their competitiveness and operational effectiveness. One key factor influencing organizational success isemployee performance, which is the tangible result of individual contributions to achieving organizational goals. Therefore, understanding the factors that can drive improved employee performance is essential for every organization. One fundamental

factor believed to have a strong influence on employee performance is organizational culture. Organizational culture reflects the values, norms, and habits shared by all members of the organization. A strong and positive culture can create a conducive work environment, increase loyalty, and encourage employees to perform optimally. Conversely, a weak culture or one that is not aligned with organizational goals can lead to demotivation and decreased performance. However, the influence of organizational culture on performance is not always direct. In practice, organizational culture can first influence work motivation and job satisfaction, which then impact performance. Work motivation relates to internal and external drivers that influence employee work behavior. Meanwhile, job satisfaction reflects the extent to which employees are satisfied with various aspects of their jobs, such as working conditions, relationships with coworkers, and reward systems.

Several previous studies have shown that motivation and job satisfaction can act as mediating variables in the relationship between organizational culture and employee performance. This means that a positive organizational culture can increase employee motivation and job satisfaction, ultimately resulting in better performance. An organizational culture that is open to learning and change is an important foundation for supporting technology adoption and innovation. An adaptive culture can encourage employees to accept risks and contribute to the innovation process without fear of failure (Cameron & Quinn, 2011). This type of culture also enables organizations to create a work environment that supports experimentation and creativity. When an organizational culture prioritizes collaboration, employees will feel more encouraged to share ideas and participate in innovative projects.

An organizational culture that supports innovation also helps build trust between employees and management. This trust is crucial for encouraging employee engagement in the innovation process, ultimately increasing team productivity and creativity. Furthermore, organizations with a strong learning culture can continuously improve their competencies through training, workshops, and other employee development programs. Digital leaders also need to ensure that every member of the organization understands the digital transformation vision and strategy. This requires effective and transparent communication so that all parties can contribute optimally to achieving organizational goals. With this inclusive approach, leaders can build a collective spirit to address digital challenges and create innovative solutions.

According to Gibson (2008), employees are the driving force behind organizational operations. If employee performance is good, organizational performance will also improve. Many factors influence employee performance, one of which is organizational culture. Organizational culture is a common perception shared by all members of the organization, so that every employee who is a member of the organization will have values, beliefs, and behaviors that are in accordance with the organization. Robbins (2008) stated that a strong organizational culture is needed to increase job satisfaction and employee performance, which will ultimately also affect overall organizational performance. Therefore, every organization needs

to establish a strong organizational culture. The organization needs to disseminate its core values to all employees.

In the face of global competition, organizations that effectively leverage information technology capabilities tend to have a significant competitive advantage. They can design flexible business models that are responsive to changing market needs. Technology also enables them to reach new markets at lower costs, opening up previously unreachable growth opportunities. Ultimately, the success of innovation in an organization depends heavily on how digital leadership, organizational culture, and information technology capabilities interact harmoniously. These three elements not only support but also reinforce each other, creating an environment conducive to innovation and sustainable growth.

Employee performance is often interpreted as employee performance. This means that satisfaction drives better work performance, even though it is recognized that this is not easy. If job satisfaction increases, performance will also increase (Siagian, 2002). As stated in the concept of organizational culture above, organizational culture becomes an identity that distinguishes it from other organizations. The existence of a shared understanding facilitates the emergence of commitment among members. Supported by consistency in implementing existing organizational cultural values, the organizational culture is said to be stronger. A stronger organizational culture will have a greater influence on employee job satisfaction and performance. Robbins, (2008) stated that employees form an overall subjective perception of the organization based on factors such as tolerance for risk, emphasis on teams, and support from other colleagues. This overall perception becomes the culture or personality of the organization. These supportive or unsupportive perceptions then influence employee performance and satisfaction, with a greater impact on stronger cultures. The more members who accept these values, the stronger the organizational culture. A strong organizational culture will result in high job satisfaction and performance, conversely, a weak organizational culture will create low job satisfaction and performance.

2. Research Methods

This research is a causal study. Causal study research is research used to determine the influence or relationship between two or more variables. In other words, the researcher's intention is to try to find the influence of organizational culture on employee performance with work motivation and job satisfaction as mediating variables. Viewed from the analytical approach, this study uses a quantitative method. Quantitative research is research that obtains data in the form of numbers, using analytical methods to become a calculation tool for the data that has been obtained (Sekaran and Bougie, 2016). The type of data in this study is primary data. The technique for collecting primary data in the study is by distributing a number of statements through a questionnaire filled directly by respondents through the Google Forms platform by respondents, namely employees of PT Jasa Raharja Kanwil Utama Central Java.

3. Results And Discussion

3.1. Research result

1) Validity and Reliability Test

The convergent validity test criteria are declared valid if the t-statistics value is > 1.96 and the p-value is < 0.05. The results of the outer loading values for each research variable indicator are presented in Table below:

Table Convergent Validity Test Results

Variables	Indicator	*T Statistics*	P Values	Information
Culture	BO1	11,069	0,000	**Valid**
Organization	BO2	13,034	0,000	**Valid**
	BO3	21,739	0,000	**Valid**
	BO4	66,075	0,000	**Valid**
	BO5	31,384	0,000	**Valid**
Motivation	MK1	8,406	0,000	**Valid**
Work	MK2	24,620	0,000	**Valid**
	MK3	38,826	0,000	**Valid**
	MK4	33,576	0,000	**Valid**
	MK5	32,445	0,000	**Valid**
Satisfaction	KE1	48,923	0,000	**Valid**
Work	KE2	53,509	0,000	**Valid**
	THE 3RD	17,191	0,000	**Valid**
	KE4	19,030	0,000	**Valid**
	KE5	42,997	0,000	**Valid**
Performance	KI1	38,177	0,000	**Valid**
Employee	KI2	36,267	0,000	**Valid**
	KI3	67,874	0,000	**Valid**
	KI4	36,186	0,000	**Valid**
	KI5	**29,534**	**0,000**	**Valid**

Source: Processed data, 2026.

Based on table aboveThe results show that the outer loading values of all indicators used in the study have met the requirements for validity in convergent validity testing, namely that all have t-statistics values > 1.96 or p-values for each indicator in the variables studied < 0.05. Therefore, it can be concluded that the data can be analyzed further because it has met the criteria.

2) Reliability Test

The Cronbach's Alpha test criteria are declared reliable if each variable has a Cronbach's Alpha value > 0.7. The results of the reliability test for each research variable are presented as

follows:

Table Reliability Test Results

Variables	*Cronbach's Alpha*	*Cut Value*	Information
Organizational culture	0.947	0.7	Reliable
Work motivation	0.905	0.7	Reliable
Job satisfaction	0.936	0.7	Reliable
Employee performance	0.959	0.7	Reliable

Source: Processed data, 2026.

Table shows that the Cronbach's Alpha values for the variables of organizational culture, work motivation, job satisfaction, and employee performance are all greater than 0.7. Thus, all variables in this study are declared reliable.

Outer model testing was conducted to ensure that the indicators in each construct met the validity and reliability criteria through convergent validity assessments including factor loadings and AVE, reliability assessments including Cronbach's Alpha and Composite Reliability, and discriminant validity tested using Fornell-Larcker, HTMT, and cross-loading. This stage ensures that each indicator truly represents the concept being measured, while demonstrating internal consistency and clear distinctions between constructs. Thus, the quality of the research data can be ensured, resulting in a high level of reliability in the SEM-PLS analysis.

Discriminant validity is used to ensure that each construct in the research model measures a distinct concept and does not overlap with other constructs. Discriminant validity testing can be conducted through three main approaches, namely the Fornell-Larcker Criterion which compares the square root of the AVE in each construct with the correlation between constructs, where the square root of the AVE must be higher than the correlation value between constructs for discriminant validity to be considered good; Heterotrait-Monotrait Ratio (HTMT) which assesses the ratio between correlations across different constructs and the correlation of indicators within the same construct, with an HTMT value of less than 0.85 as a sign that the constructs can be clearly distinguished; and Cross-Loading which evaluates whether each indicator has the highest factor loading value on the corresponding construct compared to other constructs, because indicators that have higher loading values on other constructs indicate discriminant validity problems. These three approaches are used to ensure that each construct in the research model can be distinguished appropriately, so that the analysis results become more valid and reliable. In discriminant validity testing, a construct can be declared to have good discriminant validity if the Fornell-Larcker Criterion value is more than 0.7. The results of the discriminant validity test using the AVE value for each research variable are shown as follows:

Table Fornell-Lacker Discriminant Validity Test Results

	Organizational culture	Job satisfaction	Employee performance	Work motivation

Organizational culture	0.908			
Job satisfaction	0.416	0.892		
Employee performance	0.581	0.557	0.926	
Work motivation	0.373	0.353	0.550	0.853

Source: Processed Primary Data, 2026

Table regarding the results of the discriminant validity test using the Fornell-Larcker approach shows that all variables in this study have discriminant validity values that are mostly above 0.70. Based on the Fornell-Larcker Criterion value in Table 4.6, the highest value is shown by the employee performance variable at 0.926, then organizational culture at 0.908, job satisfaction at 0.892, and work motivation at 0.853. Based on Table 4.6, each question indicator has a more appropriate loading factor value on its respective latent construct, so that each indicator can represent the latent construct well and shows that all constructs have met the discriminant validity criteria, so that the variables in this study can be stated to have valid discriminant validity values.

3) Hypothesis Testing

This study tested two types of hypotheses: a hypothesis that assesses direct influence and an hypothesis that assesses indirect influence in the form of mediation. Hypothesis testing includes R-Square results, parameter coefficients, and t-statistic values. To determine whether a hypothesis is accepted or rejected, researchers need to pay attention to the significance values between constructs, t-statistics, and p-values. Hypothesis testing in this study used SmartPLS (Partial Least Square) 3.0. Test values were obtained through bootstrapping results. The standard value used in this study was a significance level of 0.05%.

4) Direct Effect Testing

In this study, direct effect testing was conducted through a bootstrapping procedure with the criteria that the t-statistic value must be greater than 1.96 and the p-value must be less than 5% or 0.05. The results of the path coefficient test in this study are presented in Table 4.12.

Table Path Coefficients Test Results

Construct	Original Sample	Sample Mean (M)	Standard Deviation	T Statistics	P Value	Information
Organizational Culture → Job Satisfaction	0.416	0.434	0.080	5,184	0.000	**Accepted**
Organizational Culture → Employee Performance	0.581	0.612	0.104	5,564	0.000	**Accepted**
Organizational Culture → Work Motivation	0.373	0.385	0.084	4,419	0.000	**Accepted**
Job Satisfaction → Employee Performance	0.305	0.287	0.083	3,669	0.000	**Accepted**
Work Motivation → Employee Performance	0.317	0.314	0.086	3,688	0.000	**Accepted**

Source: Processed data, 2026

a. The Influence of Organizational Culture on Job Satisfaction

Based on the analysis results using SmartPLS in Table 4.12, the Original Sample (O) value was obtained at 0.416, indicating that Organizational Culture has a positive relationship with Job Satisfaction. A positive path coefficient value indicates that the better the implementation of organizational culture in the company, the higher the level of job satisfaction felt by employees. Conversely, if organizational culture is not implemented well, employee job satisfaction also tends to decrease. Furthermore, the results of the significance test show that the T Statistic value is 5.184, which means it is greater than the T Table value of 1.96 at a significance level of 5%. In addition, the P Value obtained is 0.000, which is smaller than 0.05.

These results indicate that the influence of Organizational Culture on Job Satisfaction is statistically significant, so the proposed hypothesis can be accepted. The Mean Sample (M) value of 0.434 indicates that the estimation results based on the bootstrapping process are relatively close to the original coefficient value (Original Sample), while the Standard Deviation of 0.080 indicates a relatively small level of data dispersion. This indicates that the resulting parameter estimates are quite stable and have a good level of confidence. Thus, it can be concluded that Hypothesis 1 (H1) is accepted, so that Organizational Culture has a positive and significant effect on Job Satisfaction. These results indicate that a strong organizational culture, such as the existence of mutually understood organizational values, good communication, teamwork, work discipline, and organizational commitment, can increase employees' sense of comfort, pride, and satisfaction in carrying out their work.

b. The Influence of Organizational Culture on Employee Performance

The results of the second hypothesis test show that the Original Sample (O) value is 0.581. This value indicates a positive relationship direction, so it can be interpreted that the better the organizational culture implemented by the company, the higher the employee performance produced. The coefficient of 0.581 is also the largest coefficient compared to other direct relationships in this research model, thus indicating that Organizational Culture is one of the factors that has the greatest contribution in improving employee performance. From the results of the significance test, the T Statistic value was obtained at 5.564, which is greater than 1.96, and the P Value was 0.000, which is smaller than 0.05.

Thus, the relationship between Organizational Culture and Employee Performance is proven to be statistically significant so that the second hypothesis is declared accepted. Meanwhile, the Mean Sample (M) value of 0.612 indicates that the average bootstrapping estimation results are relatively consistent with the path coefficient value obtained, while the Standard Deviation of 0.104 indicates that the variation in the resulting estimates is still relatively low so that the model has a good level of stability. Based on these results, it can be concluded that Hypothesis 2 (H2) is accepted, so that Organizational Culture has a positive and significant effect on Employee Performance. This shows that an organizational culture that supports innovation, responsibility, cooperation, effective communication, and orientation towards achieving organizational goals is able to encourage employees to work more productively,

effectively, and with quality, thus impacting on improving overall company performance.

c. The Influence of Organizational Culture on Work Motivation

Based on the test results that have been conducted, the Original Sample (O) value is obtained at 0.373. This value indicates that Organizational Culture has a positive influence on Work Motivation. This means that the better the organizational culture implemented in the work environment, the employee work motivation will also increase. Conversely, if the organizational culture is less supportive, employee work motivation tends to decrease. The results of the statistical test show a T Statistic value of 4.419, which is greater than 1.96, while the P Value of 0.000 is smaller than 0.05.

Thus, it can be concluded that the relationship between Organizational Culture and Work Motivation is statistically significant. In addition, the Mean Sample (M) value of 0.385 indicates that the average estimated bootstrapping results are not much different from the Original Sample value. The Standard Deviation value of 0.084 also indicates that the data distribution is relatively small so that the model estimate can be said to be stable. Therefore, Hypothesis 3 (H3) is accepted, which means that Organizational Culture has a positive and significant effect on Work Motivation. This finding indicates that an organizational environment that provides support, appreciation, opportunities for development, good communication, and harmonious working relationships can increase internal and external motivation of employees to work better and achieve targets set by the company.

d. The Influence of Job Satisfaction on Employee Performance

The results of the fourth hypothesis test show that the Original Sample (O) value is 0.305, which means that Job Satisfaction has a positive influence on Employee Performance. This value indicates that an increase in job satisfaction will be followed by an increase in employee performance. Conversely, if job satisfaction decreases, employee performance also has the potential to decrease. Based on the bootstrapping results, the T Statistic value is 3.669, which is greater than 1.96, while the P Value is 0.000, which is smaller than 0.05. Therefore, the relationship between Job Satisfaction and Employee Performance is proven to be statistically significant. The Mean Sample (M) value of 0.287 indicates that the average estimation result has good consistency with the Original Sample value, while the Standard Deviation of 0.083 indicates that the level of data deviation is relatively small so that the model estimation is reliable. Thus, Hypothesis 4 (H4) is accepted, so that Job Satisfaction has a positive and significant effect on Employee Performance. This indicates that employees who are satisfied with their work, both in terms of the work itself, relationships with coworkers, superiors, compensation, and the work environment, will show higher work enthusiasm, better productivity, and produce more optimal work quality.

e. The Influence of Work Motivation on Employee Performance

The test results show that the Original Sample (O) value is 0.317, which indicates a positive

relationship between Work Motivation and Employee Performance. This value indicates that the higher the work motivation possessed by employees, the higher the performance that can be achieved in carrying out their duties and responsibilities. Based on the results of the bootstrapping test, the T Statistic value is 3.688, which is greater than 1.96, while the P Value is 0.000, which is smaller than 0.05. Thus, it can be stated that the effect of Work Motivation on Employee Performance is statistically significant. The Mean Sample (M) value of 0.314 indicates that the bootstrapping estimation results are relatively consistent with the Original Sample value, while the Standard Deviation of 0.086 indicates that the data distribution is relatively low so that the model has a good level of stability. Based on these results, Hypothesis 5 (H5) is accepted, so that Work Motivation has a positive and significant effect on Employee Performance. The results of this study show that the higher the motivation that employees have, whether originating from intrinsic factors such as the desire to achieve or extrinsic factors such as awards, compensation, and organizational support, the greater the effort they will put into completing work effectively, efficiently, and according to organizational targets.

5) Indirect Effect Testing

The indirect effect test was conducted to determine the indirect effect of organizational culture variables on employee performance through work motivation and job satisfaction. The criteria for indirect testing are: if the p-value is <0.05 (5%) and the t-statistic is >1.96, then the effect is significant, meaning the effect is indirect. The results of the research analysis can be seen from the specific indirect effect table using the bootstrapping technique, which is presented in Table .

Table Specific Indirect Effect Test Results

Construct	Original Sample	Sample Mean (M)	Standard Deviation	T Statistics	P Value	Information
Organizational Culture → Job Satisfaction → Employee Performance	0.127	0.124	0.043	2,965	0.003	**Accepted**
Organizational Culture → Work Motivation → Employee Performance	0.118	0.122	0.047	2,515	0.012	**Accepted**

Source: Processed data, 2026.

a. Organizational Culture Influences Job Satisfaction through Employee Performance.

Based on the results of the specific indirect effect test, the Original Sample (O) value was obtained at 0.127, indicating that Organizational Culture has a positive indirect effect on Job Satisfaction through Employee Performance. The T-Statistic value was 2.965, greater than the critical value of 1.96, and the P-Value was 0.003, smaller than the significance level of 0.05. Thus, the indirect effect was declared significant. These results indicate that Employee Performance is able to mediate the relationship between Organizational Culture and Job Satisfaction. This means that the better the organizational culture implemented in the company, the better it will improve employee performance, which ultimately has an impact

on increasing job satisfaction.

b. **Organizational Culture Influences Work Motivation through Employee Performance.**

Based on the results of the specific indirect effect test, the Original Sample (O) value was obtained at 0.118, indicating that Organizational Culture has a positive indirect effect on Work Motivation through Employee Performance. The T-Statistic value was 2.515, greater than 1.96, and the P-Value was 0.012, less than 0.05. This indicates that the indirect effect is statistically significant. This finding indicates that Employee Performance acts as a mediating variable in the relationship between Organizational Culture and Work Motivation. In other words, a good organizational culture can improve employee performance, and this improvement in performance subsequently encourages increased employee work motivation.

3.2. Discussion

1) The Influence of Organizational Culture on Work Motivation (H1)

The results of the first hypothesis test indicate that organizational culture has a positive and significant effect on the work motivation of PT Jasa Raharja employees. This is evidenced by the original sample value (O) of 0.373 which is positive, the t-statistic value of 4.419 which is greater than 1.96, and the p-value of 0.000 which is smaller than 0.05. Thus, the first hypothesis (H1) which states that organizational culture has a positive and significant effect on work motivation is accepted. A positive path coefficient value means that the stronger and more conducive the organizational culture applied, the higher the work motivation felt by employees.

These findings can be interpreted as meaning that organizational culture is a framework of shared values, norms, and beliefs that shape how employees view their work and environment. When attitudes toward work, behavior at work, and work discipline are embedded as a shared culture, employees gain clarity of direction and meaning in their work, thereby strengthening their internal drive to achieve. An organizational culture that values achievement and upholds fairness will foster the fulfillment of esteem and self-actualization needs as described in Maslow's hierarchy of needs theory, which in turn strengthens work motivation.

The results of this study align with the findings of Koesmono (2005), who demonstrated that organizational culture influences employee work motivation in the wood processing industry sub-sector. This finding is also supported by research by Cahyo et al. (2017), which demonstrated that organizational culture can drive work motivation as a link to improved performance. Thus, organizational culture has been empirically proven to be a crucial factor in stimulating work motivation.

The practical implication of these findings is that PT Jasa Raharja's management needs to continue strengthening a positive organizational culture, for example through internalizing

company values, exemplary leadership, enforcing fair discipline, and rewarding work performance. Strengthening organizational culture not only creates a harmonious work environment but also serves as a source of psychological energy that encourages employees to work with high enthusiasm and commitment.

2) The Influence of Organizational Culture on Job Satisfaction (H2)

The results of the second hypothesis test indicate that organizational culture has a positive and significant effect on job satisfaction. The original sample (O) value obtained was 0.416 with a positive direction, the t-statistic value was 5.184 which is greater than 1.96, and the p-value was 0.000 which is less than 0.05. Based on these criteria, the second hypothesis (H2) which states that organizational culture has a positive and significant effect on job satisfaction is declared accepted. This positive coefficient indicates that the better the prevailing organizational culture, the higher the level of employee job satisfaction.

The significance of these findings is that a strong and positive organizational culture creates a conducive work environment, where shared values, norms, and behaviors can meet employee expectations for their work. An inclusive, open, and fair organizational culture makes employees feel valued and treated fairly, thus creating a balance between expectations and reality at work. Consistent with Robbins's view that job satisfaction is a general attitude toward work, a supportive cultural environment will foster this positive attitude.

This finding is consistent with Irfan's (2022) research, which demonstrated that organizational culture, alongside the work environment and organizational justice, plays a significant role in increasing employee job satisfaction. This finding is also supported by Sopiah (2017) and Purnama Sari et al. (2022), who found that organizational culture positively influences job satisfaction. Thus, organizational culture has been shown to be a significant determinant of job satisfaction.

Practically, these results underscore the importance of maintaining and developing a healthy organizational culture to increase job satisfaction. Management can strengthen open communication, build mutually supportive working relationships between superiors and coworkers, and ensure a fair reward system. High job satisfaction is a crucial asset for reducing employee turnover and maintaining organizational loyalty.

3) The Influence of Organizational Culture on Employee Performance (H3)

The results of the third hypothesis test indicate that organizational culture has a positive and significant effect on employee performance. The original sample (O) value is 0.581 with a positive direction, the t-statistic value is 5.564 which is greater than 1.96, and the p-value is 0.000 which is less than 0.05. Thus, the third hypothesis (H3) is declared accepted. The path coefficient value of 0.581 is the highest among all direct influences in the model, which means that organizational culture is the strongest predictor of employee performance at PT Jasa Raharja.

These findings confirm that organizational culture is a fundamental element that shapes character, behavior, and work ethic within an institution. An organizational culture that emphasizes innovation, open communication, recognition for achievement, and fair treatment will encourage employees to perform at their best, both in terms of quantity, quality, timeliness, and teamwork. Employees working within a clear and positive culture have consistent behavioral guidelines, enabling them to complete their work according to established standards and responsibilities.

The results of this study align with the findings of Widiastini et al. (2023), who demonstrated that organizational culture has a positive and significant impact on employee performance. Similar findings were presented by Cahyo et al. (2017), Sopiah (2017), and Purnama Sari et al. (2022), all of whom emphasized the role of organizational culture in driving performance improvement. This consistency of results strengthens organizational culture's position as a strategic factor in human resource management.

The practical implication of these findings is that improved employee performance can be effectively achieved through strengthening organizational culture. PT Jasa Raharja's management is advised to make organizational cultural values the foundation of every human resources policy, from recruitment and development to performance appraisal, so that a superior culture is truly internalized and has a direct impact on performance.

4) The Influence of Work Motivation on Employee Performance (H4)

The results of the fifth hypothesis test indicate that work motivation has a positive and significant effect on employee performance. The original sample (O) value is 0.317 with a positive direction, the t-statistic value is 3.688 which is greater than 1.96, and the p-value is 0.000 which is less than 0.05. Based on these criteria, the fifth hypothesis (H5) is declared accepted. This positive coefficient indicates that the higher the employee's work motivation, the higher the resulting performance.

These findings can be interpreted as meaning that work motivation is an internal and external force that drives individuals to act, strive, and contribute optimally in completing their work. High motivation creates a psychological drive to achieve or even exceed set work targets. Motivated employees tend to demonstrate greater perseverance, responsibility, and initiative, resulting in increased work quantity and quality, punctuality, and the ability to work collaboratively, all indicators of performance.

The results of this study align with the findings of Akbar et al. (2020) and Suwanto (2021), which demonstrated that motivation has a positive and significant effect on employee performance. Similar findings were also presented by Setiawan (2018), Nurfadilah and Farihah (2021), and Hajiali et al. (2022), who emphasized that work motivation is a crucial determinant of performance improvement. This consistency of findings across studies reinforces the belief that work motivation plays a direct role in driving job performance.

Practically, these findings suggest that PT Jasa Raharja's management needs to maintain and enhance employee motivation, through fulfilling physiological and safety needs, strengthening social relationships, providing rewards, and providing opportunities for self-actualization. Career development programs, performance-based incentives, and recognition of employee contributions can be effective tools for maintaining high motivation and impacting sustainable performance.

5) The Influence of Job Satisfaction on Employee Performance (H5)

The results of the sixth hypothesis test indicate that job satisfaction has a positive and significant effect on employee performance. The original sample value (O) is 0.305 with a positive direction, the t-statistic value is 3.669, which is greater than 1.96, and the p-value is 0.000, which is less than 0.05. Thus, the sixth hypothesis (H6) is declared accepted. This positive coefficient indicates that the higher the job satisfaction felt by employees, the higher the performance displayed.

These findings confirm that job satisfaction is a pleasurable emotional state derived from employees' assessments of their work experiences. Employees who are satisfied with their jobs, rewards, supervision, and relationships with coworkers will exhibit positive work attitudes, such as high engagement, loyalty, and a willingness to exert extra effort. Job satisfaction also impacts performance dimensions such as effectiveness, efficiency, and innovation, as satisfied employees tend to work wholeheartedly to achieve organizational goals.

The results of this study are consistent with the findings of Purnama Sari et al. (2022), which demonstrated that job satisfaction positively impacts employee performance. This finding is also supported by research by Sopiah (2017), which emphasized the role of job satisfaction in improving performance. Thus, job satisfaction has been empirically proven to be a contributing factor to improved employee performance.

The practical implication of these findings is that improving employee performance can be achieved through efforts to maintain and enhance job satisfaction. Management is advised to ensure the job matches employees' abilities, provide a fair reward system, provide comfortable working conditions, and build harmonious working relationships. Maintaining job satisfaction will result in more productive and committed employees supporting the achievement of organizational goals.

6) The Influence of Organizational Culture on Employee Performance through Work Motivation (H6)

The results of the indirect effect test indicate that organizational culture has a positive and significant effect on employee performance through work motivation as a mediating variable. This is evidenced by the original sample (O) value of 0.118 which is positive, the t-statistic value of 2.515 which is greater than 1.96, and the p-value of 0.012 which is less than 0.05.

Thus, the seventh hypothesis (H6) is declared accepted. This finding confirms that work motivation is proven to mediate the relationship between organizational culture and employee performance.

The significance of this finding is that the influence of organizational culture on employee performance is not only direct but can also occur indirectly through increased work motivation. A strong organizational culture initially fosters drive and enthusiasm for work in employees, and this high motivation is then manifested in the form of better performance. Thus, work motivation acts as a psychological bridge that channels the energy of organizational culture into productive actions. Given that the direct influence of organizational culture on performance remains significant, the role of work motivation in this case is a partial mediation.

The results of this study align with the findings of Cahyo et al. (2017), who demonstrated that work motivation significantly mediates the relationship between organizational culture and employee performance. These findings also align with research by Koesmono (2005), who positioned motivation as the connecting link between organizational culture and work outcomes. Thus, the mediating role of work motivation in this study strengthens existing empirical evidence.

Practically, these findings suggest that to optimize the impact of organizational culture on performance, management needs to ensure that strengthening the organizational culture is accompanied by programs that can stimulate work motivation. Creating a culture that values achievement, coupled with rewards and opportunities for self-actualization, will maximize the flow of organizational culture's influence toward improved performance through work motivation.

7) The Influence of Organizational Culture on Employee Performance through Job Satisfaction (H7)

The results of the indirect effect test indicate that organizational culture has a positive and significant effect on employee performance through job satisfaction as a mediating variable. This is evidenced by the original sample (O) value of 0.127, which is positive, the t-statistic value of 2.965, which is greater than 1.96, and the p-value of 0.003, which is less than 0.05. Thus, the eighth hypothesis (H8) is declared accepted. This finding confirms that job satisfaction is proven to mediate the influence of organizational culture on employee performance.

The significance of this finding is that organizational culture not only directly influences performance but also operates through the mechanism of job satisfaction. A positive organizational culture fosters employee satisfaction with their work and environment, and this satisfaction subsequently drives work attitudes and behaviors that support improved performance. Employees who are satisfied with their organizational culture will demonstrate higher engagement, loyalty, and dedication to their work. While the direct influence of

organizational culture on performance remains significant, job satisfaction acts as a partial mediator.

The results of this study are consistent with the findings of Purnama Sari et al. (2022), who demonstrated that job satisfaction mediates the influence of organizational culture on employee performance. Similar findings were also presented by Sopiah (2017), who asserted that job satisfaction significantly mediates the influence of organizational culture on performance. Thus, the mediating role of job satisfaction in this study strengthens empirical evidence from previous studies.

Practically, these findings underscore the importance of maintaining job satisfaction as a pathway to strengthen the impact of organizational culture on performance. PT Jasa Raharja's management is advised to ensure that strengthening organizational culture goes hand in hand with efforts to increase job satisfaction, for example through fair rewards, comfortable working conditions, and supportive work relationships, so that organizational culture can maximize its contribution to employee performance.

4. Conclusion

Based on the results of data analysis and discussion that have been described in the previous chapter, research on the influence of organizational culture on employee performance with work motivation and job satisfaction as mediating variables at PT Jasa Raharja can be concluded as follows: Organizational culture has a positive and significant influence on employee work motivation. The stronger and more conducive the organizational culture, the higher the employee work motivation. Organizational culture has a positive and significant influence on employee job satisfaction. A positive organizational culture creates a work environment that meets employee expectations, thereby increasing job satisfaction. Organizational culture has a positive and significant effect on employee performance and is the strongest predictor in this research model. The better the organizational culture, the higher the employee performance. Work motivation has a positive and significant impact on employee performance. The higher the work motivation, the higher the employee's performance. Job satisfaction has a positive and significant impact on employee performance. Satisfied employees perform better.

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