

Work Motivation, Organizational Culture, and Employee Performance in an Indonesian Sugar Company: Does Job Satisfaction Play an Intervening Role

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ABSTRACT:- The sugar industry is a strategic sector in Indonesia, playing a crucial role in supporting national and regional economic growth, advancing the agricultural sector, ensuring food security, and increasing employment opportunities. This study aims to examine the impact of work motivation and organizational culture on employee performance at PG Kebon Agung, Malang, Indonesia, while exploring the mediating role of job satisfaction. A quantitative research approach was employed, with a questionnaire as the data collection instrument and path analysis as the data analysis tool, supported by SPSS software. Additionally, the Sobel test was used to measure the mediating effect of job satisfaction on the relationship between work motivation, organizational culture, and employee performance. The results show that work motivation and organizational culture positively influence job satisfaction and employee performance. The Sobel test analysis confirms that job satisfaction mediates the effect of work motivation and organizational culture on employee performance. This study provides empirical evidence of the importance of work motivation, organizational culture, and job satisfaction in enhancing employee performance in the sugar industry. The study's limitations include its focus on specific divisions and variables, suggesting that future research should consider a larger sample size and explore additional factors that may influence employee performance across various organizational contexts.

Keyword: Work Motivation, Organizational Culture, Job Satisfaction, Employee Performance, Sugar Company.

I. INTRODUCTION

The sugar industry is one of the vital components of Indonesia's economy. It not only plays a significant role in supporting national and regional economic development but also contributes to increasing the productivity of the agricultural sector and ensuring food security (Pawlak & Kołodziejczak, 2020; Ayu et al., 2018). Moreover, the sugar industry plays a crucial role in facilitating labor absorption (Abdullah et al., 2023; Sulaiman et al., 2019). The development of this sector can act as a stimulus for the growth of other industries that rely on sugar as a raw material (Abdullah et al., 2023). The sugar industry in Indonesia began to develop in the 19th century during the Dutch colonial era and has since remained a key commodity in the country's plantation sector (Tegegn & Dhont, 2023). Although sugar production holds great significance for the economy and food security of the country, fluctuations in productivity among sugar companies in Indonesia have occurred over the past decade. As a result, domestic sugar production has decreased, leading to a growing dependence on imports to meet national consumption needs (Inayaturohmah et al., 2024). Conversely, sugar consumption has increased significantly, exacerbating the gap between supply and demand and creating an urgent need to strengthen the domestic sugar industry (Sulaiman et al., 2019). Table 1 shows that the supply-demand deficit indicates that Indonesia's production capacity is still insufficient to meet market demand.

Table 1. Comparison of Production and Consumption in Indonesia's Sugar Industry (2013-2023)

Years	Production (million ton)	Consumption (million ton)	Deficit
2013	2.551	2.612	61
2014	2.575	2.805	230
2015	2.498	2.864	366
2016	2.204	2.953	749
2017	2.119	2.999	880
2018	2.171	3.061	890
2019	2.277	3.095	818

2020	2.131	3.162	1.031
2021	2.351	3.352	1.001
2022	2.404	3.219	815
2023	2.271	3.402	1.131

Sugar production has generally fluctuated over the years, peaking at 2.575 million tons in 2014 before dropping to 2.204 million tons in 2016. By 2023, production had further declined, resulting in a deficit of 1.131 million tons. Conversely, sugar consumption has shown a consistent upward trend, increasing from 2.612 million tons in 2013 to 3.402 million tons in 2023. The widening gap between production and consumption reflects the challenges faced by the domestic sugar industry in meeting local demand and indicates the rising need for sugar in the country. In such conditions, the sugar industry faces intense competition driven by technological advances, economic conditions, and constantly shifting market dynamics. As a result, Indonesia's sugar industry has gradually lost its competitiveness in recent years compared to other sugar-producing countries (Abdullah et al., 2023), particularly due to rising imports and global sugar price fluctuations.

Mursiti et al. (2024) suggest that one of the main issues in sugar production in Indonesia is the quality and management of human resources. In a competitive and ever-changing environment, Human Resource Management (HRM) is a critical factor in retaining effective employees as a source of competitive advantage to achieve organizational goals and enhance employee satisfaction (Griffin, 2016; Oehlhorn et al., 2020; Mangkuprawira, 2006). To achieve superior performance, it is essential for companies to effectively utilize and optimize the full potential of their human resources. Essentially, the goal of HR management is to ensure sustained employee productivity, as high employee performance is directly correlated with overall company performance (Garengo et al., 2021; Zhenjing et al., 2022). A lack of effective employees will clearly hinder optimal performance and operational effectiveness, even if the company has access to advanced facilities, infrastructure, and technology (Otoo, 2019; Nyathi & Kekwaletswe, 2023).

PG Kebon Agung is one of Indonesia's national sugar companies, established in 1905 during the Dutch colonial era and located in Malang Regency. As a key player in the country, PG Kebon Agung contributed nearly 10 percent of the national sugar production in 2020, making a significant impact on the industry. However, the company currently faces challenges related to declining performance. Similar to sugar production, employee development is crucial for operational performance in the Era of Industry 4.0 (Sureeyatanapas et al., 2023). Figure 1 presents data on sugar production over the past four years.

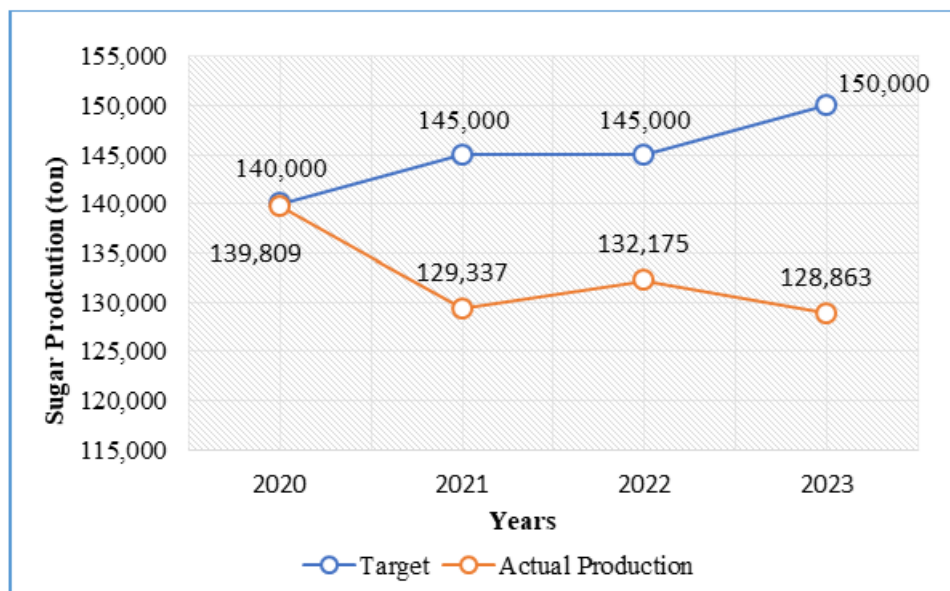


Figure 1. Target and Actual Production of PG Kebon Agung 2020 – 2023

Data indicate that the company was able to meet its targets in 2020; however, production results in the following years have continued to decline. This gap widened in 2023, with actual production not reaching 100 percent of the target. This outcome suggests a decrease in employee performance, resulting in suboptimal production levels. This was confirmed through initial observations and interviews, which revealed that the decline in employee performance at PG Kebon Agung is primarily due to issues in the Plantation Division. New employees in this division, for instance, who have less than five years of experience, are still unable to work independently, indicating that they have not yet developed the capacity to perform their job functions

effectively. Given this situation, it is crucial to investigate the factors that drive employee performance to enhance organizational effectiveness and sustainability.

The Theory of Work Dimensions by Blumberg and Pringle (1982) explains that employee performance is a function of the interaction between ability, motivation, and opportunity. Employee performance is defined as the achievement of measurable work results, which can be assessed by comparing actual outcomes against the standards set by the company. This performance can be classified as the results evaluated against organizational requirements, including work behavior, outcomes, and personal attributes relevant to the job (Arif, 2016). Several factors influencing employee performance include work motivation, organizational culture, and job satisfaction (Adelya, 2023).

Abraham Maslow, as quoted in Fomenky (2015), states that needs are the driving force behind a person's motivation to engage in activities that support their efforts to fulfill those needs. One common challenge organizations face is how to nurture employees to achieve optimal performance, which is critical for attaining high productivity levels. Increased productivity reflects employee loyalty to the company (Taurisa et al., 2012), and motivation plays a key role in enhancing employee productivity. In the context of the work environment, motivation refers to the psychological conditions that encourage employees to engage in specific activities to achieve goals (Bandhu et al., 2024). Handoko (2018) emphasizes that work motivation is closely related to performance. When an individual has high motivation, their productivity tends to increase, making it more likely to meet the objectives set by the organization. Therefore, maintaining high levels of employee motivation is essential for achieving desired outcomes. In this context, motivation can be seen as a "driving force" that inspires employees to act and achieve their goals (Bandhu et al., 2024). For example, Gibson (2002) suggests that motivation encompasses internal strengths within employees, so the more motivated they are, the better their performance will be (Theodora, 2015). Studies by Suwandana et al. (2020) and Ibrahim et al. (2022) also report that work motivation positively and significantly influences employee performance. However, some research indicates no significant effect of motivation on employee performance (Fauzi et al., 2016; Pragiwani et al., 2020).

According to Schein (2010), organizational culture consists of a set of deeply held, unconscious beliefs, along with various accepted beliefs and norms among members, which guide behavior and provide a shared understanding of their world. A strong and positive organizational culture can provide clear direction for employees, reinforce organizational identity, and support the achievement of common goals (Shalahuddin, 2022). A robust and positive organizational culture can foster effective and efficient performance, creating a work environment that motivates employees to engage, innovate, and collaborate (Tadesse Bogale & Debelu, 2024). Conversely, a non-supportive or detrimental culture can decrease employee motivation and productivity. Based on Robbins's (2002) theory of organizational culture, seven indicators have been identified to enhance employee performance: innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. Organizational culture has contributed to improving employee performance across various sectors. Deccasari (2019) argues that implementing a strong organizational culture within a company, along with fostering closer relationships with employees, can significantly influence employee performance. Research by Suma (2008) and Fidyah et al. (2020) indicates that organizational culture has a substantial impact on employee performance, while findings from Tutu et al. (2022) and Syanan et al. (2023) show contrasting results.

Job satisfaction has been regarded as a primary driver of positive company performance in the long term (Memon et al., 2023). Job satisfaction is a positive emotional state resulting from evaluating one's job characteristics (Robbins & Judge, 2015). This implies that individuals who are highly satisfied with their jobs tend to have positive feelings, whereas those who are less satisfied usually experience negative feelings. Job satisfaction leads to greater employee loyalty to the organization, as they are pleased with their work and more motivated to contribute to the organization to the best of their abilities (Pitasari et al., 2018). This attitude is reflected in work morale, discipline, and improved performance (Hasibuan, 2006). Thus, enhancing job satisfaction for employees is likely to boost their performance (Nguyen et al.). The relationship between job satisfaction and employee performance has also been the focus of several studies. Recent research reveals that job satisfaction significantly influences employee performance (Mardanov, 2020; Wahjoedi, 2021; Korda & Rachmawati, 2022). Conversely, studies by Fauziek (2021) and Nastiti (2022) indicate that job satisfaction does not significantly affect performance.

Despite existing research on the relationship between work motivation, organizational culture, and employee performance, findings remain inconsistent, indicating a complex interaction that requires further exploration. In particular, there is a lack of research regarding job satisfaction as an intervening variable that can influence the relationship among the three, especially in the context of sugar industry workers in Indonesia. Job satisfaction is an essential factor that cannot be overlooked, as it often becomes the ultimate goal for managers and leaders within an organization (Aljumah, 2023). However, the role of job satisfaction is often inadequately addressed within the Indonesian sugar industry (Oktafian & Sari, 2024). Given the importance of this sector to

the economy, it also receives limited attention in management literature (Gazi et al., 2022). Therefore, this study aims to address the gap by investigating the direct effects of work motivation and organizational culture on job satisfaction and employee performance at PG Kebon Agung, as well as the indirect effects mediated by job satisfaction. By focusing on the dynamics within the context of the sugar company, this research seeks to provide valuable insights into how motivation and organizational culture factors influence job satisfaction and employee performance, as well as how job satisfaction mediates the relationship between the two.

II. THE ART OF RESEARCH

1. Work Motivation, Employee Performance and Job Satisfaction

According to Diefendorff et al. (2022), work motivation is the “direction, intensity, and persistence of behavior related to work.” Griffin (2016, p. 295) describes work motivation as “a set of forces that drive individuals to behave in certain ways.” It is a process that explains the motives, direction, actions, and persistence of individuals in achieving specific goals (Robbins et al., 2015). Work motivation is a fundamental strategic priority for businesses aimed at enhancing employee performance (Chien et al., 2020). This indicates that work motivation is a crucial factor in achieving high levels of productivity and success in any organization. Motivated employees can channel their abilities into their work and leverage their accumulated experiences to improve performance (Layek & Koodamara, 2024). Several studies support this relationship; for instance, Fiorini and Sammut (2023), Guo et al. (2021), Liaquat et al. (2024), and Medina et al. (2024) found that work motivation significantly influences employee performance. Based on these studies, the proposed hypothesis is formulated as follows:

H1: Work motivation significantly affects employee performance

Work motivation is related to job satisfaction. A high level of motivation is expected to enhance employees' satisfaction with their work outcomes. Aggarwal (2024) emphasizes that an organizational culture that fosters a conducive work environment plays a crucial role in increasing job satisfaction. A study by Pang et al. (2018) supports this claim, demonstrating that work motivation influences job satisfaction. Atan et al. (2021) confirmed in their research that motivational factors—such as professional growth, responsibility, recognition, and the nature of the work—impact job satisfaction. Similarly, research across various industries by Aljumah (2023), Santos et al. (2024), and Shahzad et al. (2023) has empirically proven the relationship between work motivation and employee performance. Based on this evidence, Hypothesis 2 is formulated as follows:

H2: Work motivation significantly affects job satisfaction

2. Organizational Culture, Job Satisfaction and Employee Performance.

Organizational culture is a set of shared beliefs, values, norms, assumptions, and practices that shape the interactions and work of members within an organization (Abdala et al., 2020; Alkhodary, 2023). According to Griffin (2016), culture helps organizational members understand what they are striving for, how they do things, and what is considered important; it is a force that can influence the overall effectiveness and long-term success of the company. Organizational culture is based on the values upheld by employees and can affect employee turnover (Robbins et al., 2018). A positive organizational culture fosters an environment where employees feel valued and engaged, which, in turn, encourages them to remain with the organization. When organizational culture aligns with employee expectations, it can enhance job satisfaction. Research by Zhang et al. (2022), Dirisu et al. (2018), and Korda and Rachmawati (2022) affirms that organizational culture influences job satisfaction. Therefore, the following hypothesis is formulated:

H3: Organizational culture affects job satisfaction

According to Armstrong (2006), organizational culture encompasses the values that are essential for driving performance. This requires a genuine commitment to the core principles of the organization and a collective effort to translate those values into performance that impacts the work. To enhance employee performance, an organization needs to develop an effective organizational culture that aligns with its strategic objectives. A supportive organizational culture can foster healthy organizational growth and actively enhance employee productivity, encouraging them to work with greater enthusiasm (Cherian et al., 2021). When employees recognize how their roles contribute to the organization's goals, they feel engaged and motivated, fostering a sense of purpose that supports their performance. Thus, cultural elements within the organization can drive employee performance and accelerate organizational growth (Strengers et al., 2022). Exploring the relationship between organizational culture and employee performance highlights the significant impact of culture on performance outcomes. Research by Pham et al. (2024) indicates that organizational culture influences employee performance. Related studies also identify a correlation between organizational culture and employee performance (Korda & Rachmawati, 2022; Alkhodary, 2023; Ferine et al., 2021). Therefore, this study proposes the fourth hypothesis as follows:

H4: Organizational culture affects employee performance

3. Job Satisfaction and Employee Performance

Job satisfaction is defined as an employee's positive feelings and attitudes toward his or her job (Job satisfaction is defined as employees' positive feelings and attitudes toward their jobs (Robbins et al., 2018; Griffin, 2016). According to Weiss and Merlo (2015), job satisfaction is "the positive or negative evaluation one makes about one's job or job situation." Another definition provided by Newstorm (2007) describes job satisfaction as "a set of favorable or unfavorable feelings and emotions with which employees view their work." Robbins et al. (2018) state that a person with a high level of job satisfaction holds positive feelings about their job, while a person with a low level holds negative feelings. Job satisfaction is a key predictor of performance, as there is a strong correlation between job satisfaction and overall performance. When employees feel satisfied with their jobs, they are more likely to engage fully in their tasks, which ultimately enhances their productivity and effectiveness in fulfilling job responsibilities. Consequently, satisfied employees typically demonstrate better performance in meeting their job obligations. Qureshi et al. (2018) confirm the relationship between job satisfaction and employee performance. Similarly, empirical studies by Indrayani et al. (2024) and Eliyana et al. (2019) indicate that job satisfaction influences employee performance. Based on this evidence, the following hypothesis is formulated as:

H5: Job satisfaction significantly affects employee performance

4. The Intervening Role of Job Satisfaction

Job satisfaction plays a crucial role in mediating various predictors, such as employee professional development (Berhanu, 2023), quality of work-life (Novianti & Bernardes, 2022), leadership (Aldrin & Yunanto, 2019), and organizational commitment (Qureshi et al., 2018). In contrast to these studies, the present research focuses on investigating the intervening effect of job satisfaction in the relationship between motivation and employee performance. Research conducted by Reizer et al. (2019) shows that job satisfaction mediates the relationship between autonomous motivation and performance. The intervening effect of job satisfaction can occur with both intrinsic and extrinsic motivation affecting performance (Suwandana, 2020).

Job satisfaction also plays an important role in mediating how organizational culture leads to improved performance. According to Kang et al. (2019), shared organizational values provide comfort to employees as well as meaning and purpose in their work, ultimately resulting in better performance. When organizational values align with employees' personal values and they are satisfied with their jobs, employees are more likely to feel motivated and committed to their work, demonstrating higher levels of productivity (Sadaf et al., 2022). Research by Korda and Rachmawati (2022) indicates the intervening role of job satisfaction between organizational culture and employee performance, while Rahim et al. (2024) specifically focused on the impact of risk culture on employee performance, finding the mediating role of job satisfaction. Other studies have also shown that organizational culture impacts employee performance through job satisfaction (Abawa and Obse, 2023; Wua et al., 2022; Putra et al., 2024). Based on these findings, the following hypothesis can be formulated as:

H6: Work motivation significantly affects employee performance with job satisfaction as an intervening variable

H7: Organizational culture affects employee performance with job satisfaction as intervening variable

Based on the theoretical and empirical studies, and the hypothesis, the research framework is illustrated in Figure 2.

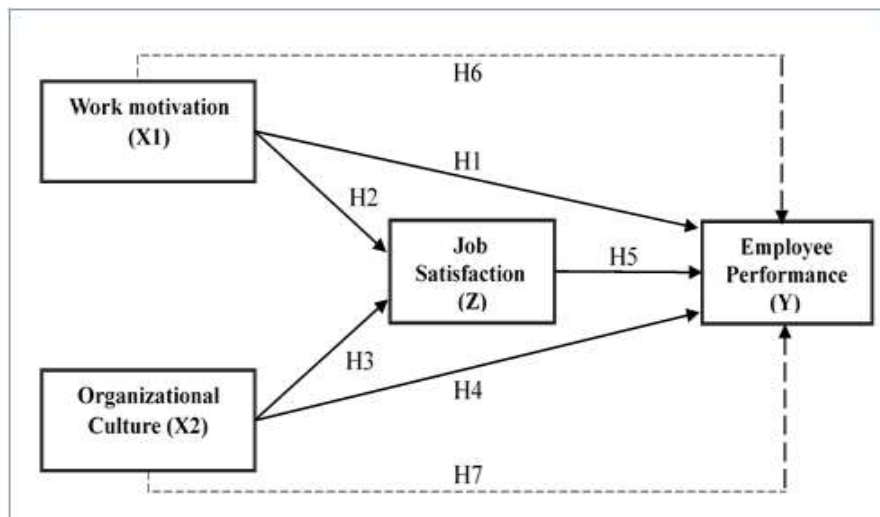


Figure 2. Research Framework

III. METHOD

This research was conducted at PG Kebon Agung, located on Jalan Raya Kebon Agung, Pakisaji, Malang, East Java, Indonesia. The study employed a quantitative research approach, which involved testing existing theories through the analysis of relationships between measurable variables using statistical procedures (Creswell & Creswell, 2018). The aim of this research is to examine the impact of work motivation and organizational culture on employee performance, with job satisfaction serving as a mediating variable. To achieve this goal, data was collected from relevant employees at the research site. A total of 50 permanent employees from the Plantation Division at PG Kebon Agung Malang were selected as the sample. This sample was chosen as it represents the population under study. The questionnaire was measured using a Likert scale ranging from 1 to 5, where 1 represents “Strongly Disagree (SD),” 2 represents “Disagree (D),” 3 represents “Neutral or Undecided (N),” 4 represents “Agree (A),” and 5 represents “Strongly Agree” (SA).”

1. Validity and Reliability Testing

Validity and reliability testing was conducted to evaluate the criteria for determining whether a data collection instrument is appropriate and effective for this research. Validity was tested to ensure that the questionnaire accurately measures what it intends to measure. Validity testing was performed to assess the validity of each questionnaire item. A questionnaire is considered valid if the questions accurately reflect what the questionnaire aims to measure (Ghozali, 2006). Validity can be measured through bivariate correlations between each indicator score and the total score of the construct. To determine the validity of each score, statistical criteria were established: if the calculated r-value is greater than the table r-value at a significance level greater than 0.05, the variable is considered valid. Conversely, if the r_value is smaller than the table r-value at a significance level less than 0.05, the variable is deemed invalid. Reliability testing demonstrates the consistency of a measurement instrument in evaluating the same phenomenon (Umar, 2013). A good instrument should be unbiased and not lead respondents to select specific answers. Therefore, a measurement instrument is considered reliable if it yields consistent results for the same phenomenon. This study utilized the Cronbach's Alpha statistical test, which can be performed using SPSS 20 for Windows.

2. Data Analysis

The statistical analysis used in this study is path analysis, which primarily aims to empirically test the relationships among constructs. This analysis also serves to explore both direct and indirect relationships between variables. Subsequent analyses examine the direct and indirect effects using correlation and regression methods. This analysis determines whether the paths lead directly to the final dependent variable or through the mediating variable. According to Suprpto (2017), path analysis techniques are used to assess the contributions indicated by the paths in each diagram, reflecting the causal relationships between variables X1 and X2 in relation to Z and Y. To provide a clearer visualization, this study includes path diagrams illustrating the structural relationships between variables.

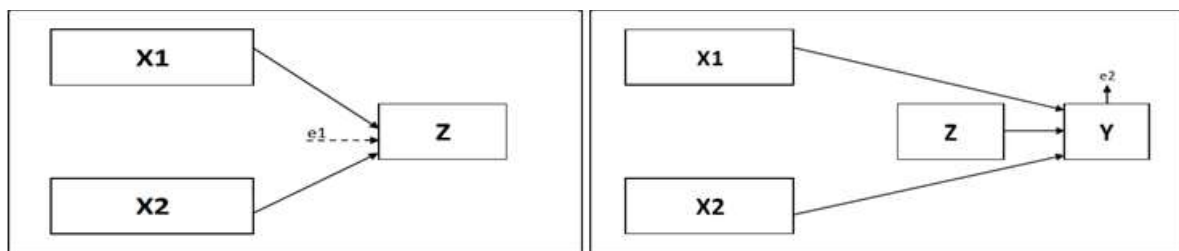


Figure 3. Structural Model Research Direct Effect and Indirect Effect

The model shows the relationship between exogenous variables (work motivation and organizational culture) and endogenous variables (job satisfaction and employee performance). Direct effects refer to the impact of work motivation and organizational culture on job satisfaction and employee performance, while indirect effects illustrate how work motivation and organizational culture influence employee performance through job satisfaction. To test the significance of changes in each endogenous variable against changes in exogenous variables, the significance of the t-values is compared to the significance level α ($5\% = 0.05$).

The Sobel test method was utilized in this study to examine the mediating role of job satisfaction in the relationship between work motivation and organizational culture on employee performance. The Sobel test helps determine whether the mediating variable, in this case, job satisfaction, truly plays a role in mediating the effects of work motivation and organizational culture on employee performance. This process involves using regression results from each analyzed variable to assess whether the indirect effects through the mediating variable are significant. The Sobel test provides deeper insights into how the variables in the model are interrelated and the extent of the contribution from the mediating variable in influencing the dependent variable.

IV. RESULT

1. Characteristics of Respondents

A total of 50 all-male respondents completed the questionnaire, representing a 100% response rate. The largest age group was 31-40 years old (19 respondents or 38%) followed by 21-30 years old (15 respondents or 30%), and 41-50 years old (20%), and 12 respondents are over 50 years old (12%). In terms of educational background, 34 respondents, or the majority, held a Bachelor’s Degree (68%), while 13 respondents (26%) graduated from Senior High School or equivalent. Most respondents had worked in the company for more than 10 years (22 respondents or 44%), followed by 15 respondents who worked for 6-10 years (30%), and 13 respondents (26%) who had worked for 1-5 years.

Table 2. Demographic Profile of Respondents

Demographic Characteristics	Categories	Frequency	Percentage
Gender	Male	50	100
	Female	0	0
Age (years)	21-30	15	30
	31-40	19	38
	41-50	10	20
	> 50	6	12
Education	Senior High School or equivalent	13	26
	Diploma	3	6
	Bachelor Degree	34	68
Length of Work (years)	1-5	13	26
	6-10	15	30
	>10	22	44

2. Results of Validity and Reliability Testing

Validity testing was conducted to determine whether the questionnaire was valid. In this study, validity was tested using Pearson correlation. The validity test involved comparing the value of r statistics with the value of r-table for degrees of freedom (df) = n-2, where n is the sample size. This study used a total sample of 50 (n = 50). With a significance level of $\alpha = 0.05$, the r-table value obtained was 0.2306.

Table 3. Results of Validity and Reliability Tests

Variable	No. of Item	Items	Pearson correlation coefficients (r)	Sig. (2 tailed)	Cronbach' Alpha
Work motivation	7	X1_1	0.684	0.000	0.758
		X1_2	0.680	0.000	
		X1_3	0.650	0.000	
		X1_4	0.643	0.000	
		X1_5	0.602	0.000	
		X1_6	0.607	0.000	
		X1_7	0.624	0.000	
Organizational culture	9	X2_1	0.626	0.000	0.854
		X2_2	0.644	0.000	
		X2_3	0.657	0.000	
		X2_4	0.710	0.000	
		X2_5	0.713	0.000	
		X2_6	0.647	0.000	
		X2_7	0.715	0.000	
		X2_8	0.617	0.000	
		X2_9	0.805	0.000	
Work Satisfaction	8	Z1	0.639	0.000	0.868
		Z2	0.602	0.000	
		Z3	0.659	0.000	
		Z4	0.654	0.000	
		Z5	0.641	0.000	

		Z6	0.664	0.000	
		Z7	0.627	0.000	
		Z8	0.673	0.000	
Employee Performance	9	Y1	0.673	0.000	0.894
		Y2	0.659	0.000	
		Y3	0.662	0.000	
		Y4	0.773	0.000	
		Y5	0.751	0.000	
		Y6	0.716	0.000	
		Y7	0.699	0.000	
		Y8	0.553	0.000	
		Y9	0.803	0.000	

Based on Table 3, all statements included in the questionnaire for the Work Motivation variable (X1) are valid, with a sample size (N) of 50 and a significance value (Sig, 2-tailed) of 0.000. Additionally, it is evident that the Pearson correlation coefficients (calculated r) for each statement exceed the critical value of r (0.2306), and the significance values for all items are below 0.05 (5%). In addition, all statements included in the questionnaire for the Organizational Culture variable (X2) are deemed valid, based on a sample size (N) of 50 and a significance level (Sig, 2-tailed) of 0.000. Furthermore, the Pearson correlation coefficients (r) for each item surpass the critical threshold of r (0.2306), with all significance values remaining below the 0.05 level. Meanwhile, Table 3 indicates that all statements included in the questionnaire for the Job Satisfaction variable (Z) are valid, based on a sample size (N) of 50 and a significance level (Sig, 2-tailed) of 0.000. Additionally, the Pearson correlation coefficients (r) for each item exceed the critical value of r (0.2306), with all significance values remaining below the 0.05 threshold. Table 4 summary the results of statistical assumptions testing for this study.

Table 4. Results of Normality, Multicollinearity, and Heteroscedasticity Tests

Variable	Asymp.Sig (2-tailed) of Kolmogorov-Smirnov test	VIF	Glejser test (Sig.)	Description
Work motivation	0.200	1,281	0,631	Accepted
Organizational culture		1,284	0,906	
Work satisfaction		1,322	0,536	

3. Statistical Assumptions Testing

Normality, Multicollinearity, and Heteroscedasticity Tests were conducted as prerequisites prior to the multiple linear regression analysis. These three tests are deemed sufficient due to the nature of the dataset, which does not consist of time series data. The normality test serves to assess whether the residuals in the regression model exhibit a normal distribution. The Kolmogorov-Smirnov (KS) is utilized for this test, where the probability value is compared to a significance level of $\alpha = 0.05$. A value of significance (Sig.) greater than α indicates that the data follows a normal distribution. Based on the Kolmogorov-Smirnov test in Table 5, the unstandardized residuals exhibit an asymptotic significance (2-tailed) value of 0.200, which is higher than the significance level of 0.05. This result confirms that the data are normally distributed, indicating that the residuals follow a normal distribution. The Variance Inflation Factor (VIF) and tolerance statistics are utilized to detect the presence of multicollinearity in the regression model. Multicollinearity test presented in the table 5 shows that VIF values are 1.281 for Work Motivation (X1), 1.284 for Organizational Culture (X2), and 1.322 for Job Satisfaction (X3). Since all VIF values are below 10, it can be concluded that there are no signs of multicollinearity among the independent variables. Furthermore, based on the results of the heteroscedasticity test conducted using the Glejser method, as presented in Table 4.11, the significance values for the variables are as follows: Work Motivation (X1) is 0.631, Organizational Culture (X2) is 0.906, and Job Satisfaction (Z) is 0.536. These findings indicate that there are no signs of heteroscedasticity in the regression model for this study, as all significance values exceed the threshold of 0.05.

4. Path Analysis and Hypothesis Testing

This study employed path analysis model to examine the effect of the intervening variable (Z), where regression analysis estimates the causal relationships among variables (causal model). Path analysis is an extension of multiple linear regression, and it is utilized to estimate causal relationships among variables that have been previously established based on theory (Lleras, 2005; Dash & Paul, 2021). Path analysis is employed

to examine both the direct and indirect effects of independent variables on the dependent variable. In this study, two path analyses are conducted: Model 1 and Model 2. The analysis begins with a descriptive statistical assessment, followed by the evaluation of each model.

a. Descriptive Statistics

The data presents four variables, each with a mean, standard deviation, and a sample size of 50 respondents (Table 5). Work motivation has a mean of 30.980 with a standard deviation of 2.495. Organizational culture has a mean of 38.660 and a standard deviation of 3.858. Work satisfaction shows a mean of 34.620 with a standard deviation of 1.937. Lastly, employee performance has a mean of 142.24 with a standard deviation of 6.921. These statistics summarize the average scores and variability for each variable among the respondents, indicating that there are no anomalies in the data, meaning there are no outliers in the analysis for all models.

Table 5. Descriptive Statistics

Variable	Mean	Std. Deviation	N
Work motivation (X1)	30.980	2.495	50
Organizational culture (X2)	38.660	3.858	50
Work satisfaction (Z)	34.620	1.937	50
Employee Performance (Y)	142.24	6.921	50

b. Sobel Test

The results of the Sobel test indicate that job satisfaction plays a crucial role as a mediating variable in the relationship between work motivation and employee performance. Based on regression results, the coefficient for the relationship between work motivation and job satisfaction is 0.819, with a standard error of 0.165. From the Sobel calculation, the obtained Z value is 3.78, suggesting a significant mediating effect. This implies that as work motivation increases, there is a corresponding increase in job satisfaction, which in turn influences employee performance.

Table 6. Sobel Test Results

Relationship	Coefficient (a/b)	Std. Error (Sa/Sb)	Z Value
Work Motivation → Job Satisfaction	0.819	0.165	3.78
Job Satisfaction → Employee Performance	0.409	0.070	
Organizational Culture → Job Satisfaction	0.762	0.149	3.74
Job Satisfaction → Employee Performance	0.356	0.065	

Furthermore, the regression analysis between job satisfaction and employee performance shows a coefficient of 0.409 with a standard error of 0.070. Although the Z value is not directly calculated in this relationship, the regression results indicate that job satisfaction plays a role in enhancing employee performance. This indicates that job satisfaction is a critical factor to consider when aiming to improve employee performance. In the relationship between organizational culture and job satisfaction, the regression coefficient obtained is 0.762 with a standard error of 0.149. The Sobel calculation results in a Z value of 3.74, further indicating a significant mediating effect. This suggests that organizational culture also influences employee performance, with job satisfaction acting as an intermediary. A strong and well-internalized organizational culture among employees will enhance their job satisfaction, ultimately contributing to better performance. The final relationship analyzed is between job satisfaction and employee performance, with a coefficient of 0.356 and a standard error of 0.065. This result indicates that job satisfaction has a substantial impact on determining employee performance levels. Employees who feel satisfied are more likely to demonstrate better performance, reflecting the central role of this variable in the context of the tested relationships. Overall, the results of the Sobel test affirm that job satisfaction mediates the relationships between work motivation and organizational culture with employee performance. The two Z values obtained in the mediation model indicate that this mediating effect is significant at the 0.05 significance level. Consequently, this study concludes that improvements in work motivation and organizational culture will positively affect employee performance through the vital role of job satisfaction.

c. Model Equation 1

Model 1 determines the direct effect of work motivation and organizational culture on job satisfaction. Table 6 outlines the correlation analysis between the work motivation (X1) and the job satisfaction (Z), which reveals a correlation coefficient of 0.408. The significance value of 0.002 indicates a statistically significant

relationship, as it is below the 0.05 threshold. Similarly, the organizational culture (X2) shows a correlation coefficient of 0.411 with job satisfaction (Z), with a significance value of 0.002. These results confirm that both work motivation (X1) and organizational culture (X2) have significant relationships with Job Satisfaction (Z).

Table 7. Correlations (Path Analysis Model I)

	Variables	Job Satisfaction (Z)	Work Motivation (X1)	Organizational culture (X2)
Pearson Correlation	Job satisfaction (Z)	1.000	0,408	0.411
	Work motivation (X1)	0.408	1.000	0.377
	Organizational culture (X2)	0.411	0.377	1.000
Sig. (1-tailed)	Job satisfaction (Z)		0.002	0.002
	Work motivation (X1)	0.002		0.004
	Organizational culture (X2)	0.002	0.004	
N	Job satisfaction (Z)	50	50	50
	Work motivation (X1)	50	50	50
	Organizational culture (X2)	50	50	50

Furthermore, regression analysis was conducted to determine the partial regression coefficients for each independent variable. Table 8 shows that the significance value for work motivation (X1) is $0.036 < 0.05$, indicating that work motivation has a direct and significant effect on job satisfaction (Z). This means the hypothesis is accepted. The significance value for organizational culture (X2) is $0.033 < 0.05$, leading to the conclusion that organizational culture significantly impacts job satisfaction, thus accepting the hypothesis.

Table 8. Coefficient regression, Coefficient of Determination (R2), and F-test Value of Model 1

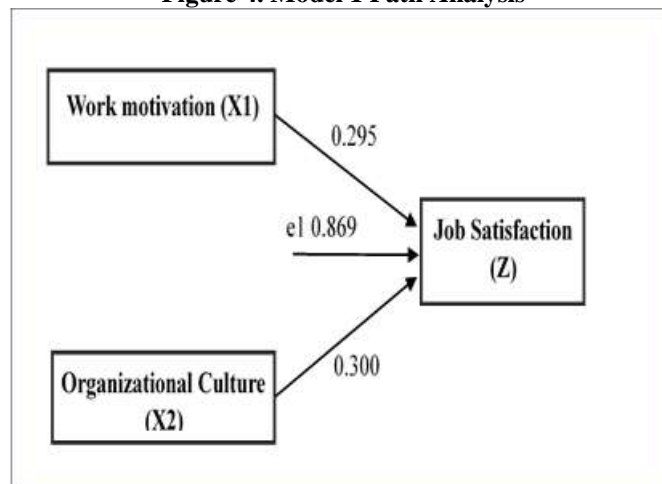
Model	Unstandardized Coefficients		Standardized coefficients beta	T	Sig.	R ²	Sig. F
	Std. Error	Std. Error					
1 (Constant)	21.700	3.372		6.435	0.000		
Work motivation (X1)	0.229	0.106	0,295	2.155	0,036	0.244	0.000
Organizational culture (X2)	0.151	0.069	0,300	2.191	0.033		

Note: Predictors are work motivation, organizational culture; Dependent variable: job satisfaction. The path coefficients are represented by the standardized coefficients beta, which can be illustrated in Path Model I, as shown in Figure 5. The impact of Work Motivation (X1) on Job Satisfaction (Z) is 0.295, while the path coefficient for Organizational Culture (X2) on Job Satisfaction (Z) is 0.300. Based on the path diagram, the structural equation is as follows:

$$Z = 0.295 * X1 + 0.300 * X2 + 0.869$$

Furthermore, Table 8 indicates that the coefficient of determination is 0.244, which signifies that the influence of the work motivation variable (X1) and organizational culture, collectively, on the job satisfaction variable (Z) is 24.4%, while the remaining 75.6% is influenced by other variables not included in this study. Furthermore, the significance value of F Change provides information regarding the simultaneous correlation test, indicating whether there is a relationship between work motivation and organizational culture in relation to job satisfaction. The analysis results show that the significance value of F Change is $0.001 < 0.05$. This shows that the independent variables of work motivation (X1) and organizational culture (X2) are correlated with the dependent variable of job satisfaction (Z). The strength of this correlation can be observed from the R value or correlation coefficient, which is 0.494, indicating a moderate correlation.

Figure 4. Model 1 Path Analysis



d. Model Equation 2

The second model examines the effect of direct and indirect influence of independent variables on the dependent variable. Table 9 illustrates that Work Motivation (X1) has a correlation coefficient of 0.565 with Employee Performance (Y), with a significance value of $0.000 < 0.05$. This indicates a significant relationship between Work Motivation (X1) and Employee Performance (Y). Additionally, Organizational Culture (X2) demonstrates a correlation coefficient of 0.744 with Employee Performance (Y), with a significance value of $0.000 < 0.05$, confirming that Organizational Culture (X2) also significantly relates to Employee Performance (Y). Job Satisfaction (Z) has a correlation coefficient of 0.554 with Employee Performance (Y) and a significance value of $0.000 < 0.05$, indicating that Job Satisfaction (Z) significantly affects Employee Performance (Y). Furthermore, the significance value for the Job Satisfaction variable (Z) is 0.000, which is less than 0.05, suggesting that Job Satisfaction (Z) exerts a direct and significant effect on Employee Performance (Y), leading to the acceptance of the hypothesis.

Table 9. Correlations (Path Analysis Model II)

	Variables	Employee performance (Y)	Work Motivation (X1)	Organizational Culture (X2)	Work satisfaction (Z)
Pearson Correlation	Employee performance (Y)	1.000	0.565	0.744	0.554
	Work motivation (X1)	0.565	1.000	0.377	0.408
	Organizational culture (X2)	0.744	0.377	1.000	0.411
	Work satisfaction (Z)	0.554	0.408	0.411	1.000
Sig. (1-tailed)	Employee performance (Y)		0,000	0,000	0,000
	Work motivation (X1)	0,000		0,004	0,002
	Organizational culture (X2)	0,000	0,004		0,002
	Work satisfaction (Z)	0,000	0,002	0,002	
N	Employee performance (Y)	50	50	50	50
	Work motivation (X1)	50	50	50	50
	Organizational culture (X2)	50	50	50	50
	Work satisfaction (Z)	50	50	50	50

The regression coefficients indicate a partial regression equation showing that the significance value for Work Motivation (X1) is $0.006 < 0.05$. This finding suggests that Work Motivation (X1) has a direct and statistically significant effect on Employee Performance (Y), leading to the acceptance of the hypothesis.

Similarly, the significance value for Organizational Culture (X2) is $0.000 < 0.05$, indicating that Organizational Culture (X2) significantly impacts Employee Performance (Y), confirming the acceptance of the hypothesis.

Table 10. Coefficient Regression, Coefficient of Determination (R²), and F-test Value of Model 1

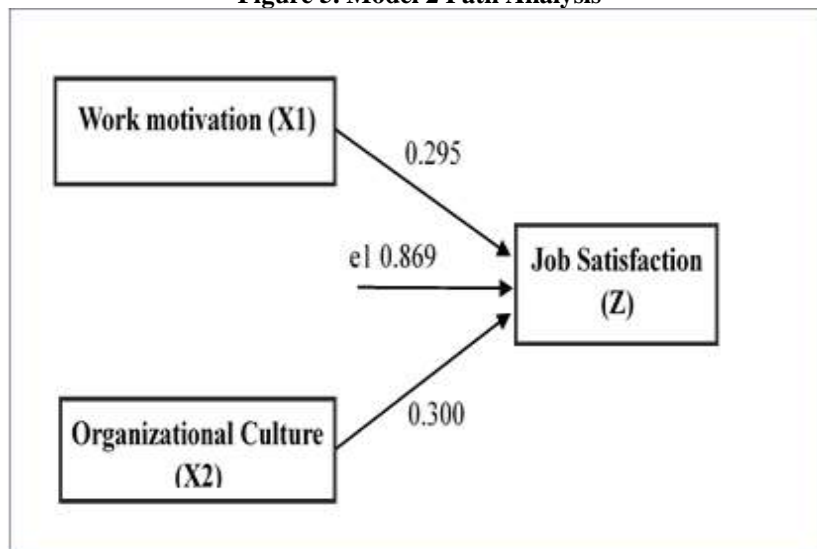
Model	Unstandardized Coefficients		Standardized coefficients beta	T	Sig.	R	R ²	Sig. F change
	Std. Error	Std. Error						
1 (Constant)	54.006	10.812		4.995	0.000			
Work motivation (X1)	0.744	0.260	0.268	2.858	0.006	0.827	0.683	0.000
Organizational culture (X2)	0.993	0.169	0.554	5.888	0.000			
Job satisfaction (Z)	0.773	0.341	0.216	2.267	0.028			

The standardized coefficients (beta) represent the path coefficients, which can be illustrated in the path diagram of Model 2, as shown in Figure 6. The path coefficient for Work Motivation (X1) affecting Employee Performance (Y) is 0.268. The path coefficient for Organizational Culture (X2) impacting Employee Performance (Y) is 0.554, while the path coefficient for Job Satisfaction (Z) influencing Employee Performance (Y) is 0.216. Therefore, based on the path diagram, the structural equation can be expressed as follows:

$$Y = 0,268 * X1 + 0,554 * X2 + 0,216 * Z + 0,563$$

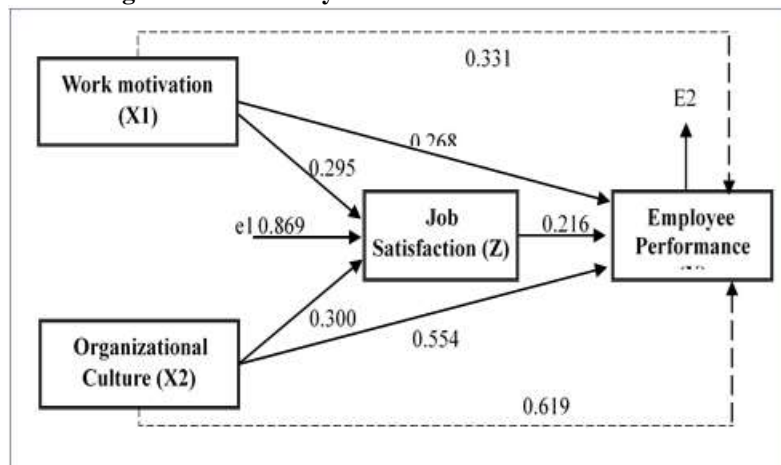
Furthermore, Table 10 demonstrates that the coefficient of determination (R²) is 0.683, indicating that Work Motivation (X1) and Organizational Culture (X2) collectively explain 68.3% of the variance in the Job Satisfaction variable (Z). The remaining 31.7% is explained by other variables outside the scope of this study. Additionally, the F-test for change in variance yields a p-value of $0.000 < 0.05$, indicating that Work Motivation (X1) and Organizational Culture (X2) are simultaneously correlated with Job Satisfaction (Z). The correlation coefficient (R) of 0.827 further demonstrates a "very strong" relationship between these variables.

Figure 5. Model 2 Path Analysis



This study analyzed the mediating effect of Job Satisfaction on the relationship between Work Motivation and Organizational Culture regarding Employee Performance. The statistical analysis indicates that the direct effect of Work Motivation on Employee Performance is 0.268, the effect of Job Satisfaction on Employee Performance is 0.216, and the effect of Work Motivation on Job Satisfaction is 0.295. By calculating the indirect effect, it is determined that $0.295 \times 0.216 = 0.0640$. Thus, the total effect of Work Motivation on Employee Performance is $0.268 + 0.064 = 0.331$. The total effect of 0.331 exceeds the direct effect of 0.268, leading to the conclusion that Work Motivation, mediated by Job Satisfaction, has an impact on Employee Performance.

Figure 6. Path Analysis of Direct and Indirect Effects



The direct effect of Organizational Culture (X2) on Employee Performance (Y) is 0.554, while the indirect effect of Organizational Culture through Job Satisfaction (Z) is calculated as $0.300 \times 0.216 = 0.065$. Therefore, the total effect of Organizational Culture on Employee Performance is $0.554 + 0.065 = 0.619$. Given that the total effect value is greater than the direct effect, this concludes that Organizational Culture has a significant impact on Employee Performance through Job Satisfaction.

V. DISCUSSION

1. The effect of Work Motivation on Employee Performance

The impact of work motivation on employee performance is a primary focus in the study of organizational behavior. The analysis shows that work motivation has a direct effect on employee performance, making it an important factor in organizational success. Work motivation acts as an internal drive that influences individual behavior in the workplace, encompassing the needs, goals, and desires that encourage employees to achieve targets. In an organizational context, work motivation is key in determining employee effectiveness in meeting objectives, as well as influencing team dynamics and interpersonal interactions. Chien et al. (2020) found that employees with high motivation tend to exhibit better performance. Highly motivated employees often work harder, take initiative, and can tackle job challenges more effectively, leading to improved performance. This motivation not only affects individuals but can also create a positive work atmosphere where other employees are encouraged to contribute more effectively. Suwandana et al. (2020) also affirm that work motivation plays a role in enhancing employee performance. Motivated employees typically work with greater enthusiasm, reflected in increased productivity and quality of work. Furthermore, work motivation fosters a dynamic work environment where employees become more proactive, adaptable to change, and collaborative. Kim et al. (2023) also note the influence of work motivation on performance, particularly in sectors requiring a high level of innovation, where creativity and initiative are essential.

Organizations can enhance employee motivation through various strategies, including financial and non-financial incentives. Incentives such as bonuses, recognition, career development, and work flexibility can encourage employees to feel valued. This can create a deeper sense of ownership within the company, ultimately increasing commitment and loyalty among employees. Additionally, motivation is influenced by individual internal factors, such as the need for achievement, affiliation, and power, in accordance with McClelland's theory of needs. When employees feel motivated, this can positively impact innovation and performance, as they align more closely with organizational goals, accept necessary changes, and collaborate effectively to achieve shared objectives (Adiguzel & Sonmez Cakir, 2022). Motivated employees are also better equipped to cope with work-related stress and pressure, demonstrating higher mental resilience and engagement in continuous learning. This helps them not only to navigate existing challenges but also to prepare for future ones. Theodora (2015) states that at PT. Sejahtera Motor Gemilang, work motivation contributes to improving employee performance, which subsequently aligns with organizational expectations. When employees feel motivated, they tend to work more efficiently and effectively, ultimately supporting the overall achievement of company goals. Overall, consistent work motivation contributes to organizational success, creating a productive work culture and reducing employee turnover. This study emphasizes that work motivation is not just a supporting factor but a core element in achieving company targets, especially at PG Kebon Agung.

To enhance employee motivation, management at PG Kebon Agung implements several initiatives, including a reward system involving performance bonuses based on production target achievements and salary increases aligned with performance and tenure. Career development is also prioritized, including relevant

training tailored to job needs and personal development. This encompasses technical training related to machine operation, maintenance, safety, and soft skills training to support employee efficiency through communication and teamwork. Consequently, employees are provided with opportunities to enhance both technical skills and interpersonal abilities, which are crucial in a collaborative work environment. Performance evaluations play an essential role in establishing clear performance targets, conducting regular assessments, and providing job rotation so employees can experience various roles within management. Recognition and reward initiatives, including exemplary employee programs, acknowledge high-performing employees. This not only provides additional motivation but also creates a healthy competitive atmosphere among them. Management at PG Kebon Agung also strives to boost motivation by providing a comfortable and safe work environment, along with employee welfare programs such as health insurance and initiatives related to social activities. By supporting the physical and mental well-being of employees, the organization creates a conducive climate for higher productivity and greater employee engagement.

2. The effect of Work Motivation on Job Satisfaction

Work motivation plays a vital role in shaping employee job satisfaction, particularly at PG Kebon Agung. The results indicate that Work Motivation has a direct impact on job satisfaction, leading to the acceptance of Hypothesis 2. Work motivation is considered a primary driver that directs employees to work toward specific goals, both intrinsically (personal satisfaction) and extrinsically (recognition or rewards from the organization). Work motivation not only encourages employees to achieve good results but also enhances their positive feelings toward their jobs. When motivational needs are met, employees tend to feel more satisfied with their work. Job satisfaction encompasses the alignment between job roles and personal expectations, positive working relationships, and perceptions of fairness in the incentive system. This research aligns with Zhang et al. (2022), who found that intrinsic motivation influences job satisfaction in the industrial sector. Employees who are intrinsically motivated find meaning in their work, leading to increased job satisfaction. Pang et al. (2018) also support these findings, indicating that work motivation affects job satisfaction when a fair incentive system is implemented. Employees who perceive fair treatment are more likely to be satisfied with their jobs. Conversely, dissatisfaction arises when rewards do not align with the efforts made. At PG Kebon Agung, the implementation of a transparent incentive system can contribute to increased motivation and job satisfaction. High job satisfaction positively impacts employee loyalty, reduces turnover, and enhances productivity. Satisfied employees are more engaged and strive for optimal work results, which is crucial in the work environment at PG Kebon Agung, as employee performance directly affects operational outcomes. Moreover, high work motivation helps employees cope with stress and work pressure, where motivated employees tend to be more resilient under pressure and proactive in enhancing their skills. Good work motivation, combined with high job satisfaction, creates a productive and innovative work environment. The relationship between work motivation and job satisfaction is reciprocal. Motivated employees tend to be more satisfied, while satisfied employees tend to show higher motivation to perform well. Therefore, it is essential for organizations to manage both aspects holistically. By creating an environment that supports work motivation, organizations can enhance employee job satisfaction, which in turn will support the achievement of organizational goals more effectively.

3. The effect of Organizational Culture on Job Satisfaction

Organizational culture is a crucial element influencing various aspects within an organization, including employee job satisfaction. The results of this study confirm that Hypothesis 3 is accepted, indicating that organizational culture has a direct impact on job satisfaction. Furthermore, the findings emphasize that a positive organizational culture can enhance employee job satisfaction. Organizational culture comprises a set of shared values, beliefs, and norms that guide how members behave in the workplace. A positive organizational culture, which includes innovation, managerial support, and recognition of achievements, has been shown to encourage employees to feel more satisfied with their work. Conversely, a culture lacking communication, recognition, and managerial support can lead to decreased job satisfaction. Research by Zhang et al. (2022) shows that a culture fostering innovation and professional development is closely linked to higher job satisfaction. Employees in such environments feel valued and supported, enhancing their engagement and satisfaction. Gupta et al. (2021) further emphasize that effective communication, recognition of achievements, and managerial support are strongly associated with job satisfaction. This indicates that managerial support fosters a sense of security and employee involvement, contributing to job satisfaction.

However, some studies show varied results. Tran et al. (2023) found that organizational culture does not promote job satisfaction among employees, while Stringer (2011) found that only intrinsic motivation influences job satisfaction. This diversity indicates that organizations with different types of organizational culture may have varying levels of job satisfaction. Therefore, PG Kebon Agung should promote a supportive organizational culture that creates a motivating environment where employees feel encouraged to pursue their personal and professional goals. When employees feel that their contributions are valued and their professional

development is supported, they are likely to experience higher job satisfaction, contributing to the achievement of organizational goals. Job satisfaction is influenced by several factors, including relationships with colleagues, workload, opportunities for professional development, and organizational support. A culture that encourages these aspects can enhance job satisfaction, whereas a non-supportive culture may leave employees feeling undervalued and disengaged, potentially prompting them to leave the organization. A positive organizational culture at PG Kebon Agung involves adopting values that promote engagement, innovation, and recognition of employee contributions. Initiatives such as fair reward programs, improved internal communication, and managerial support for career development will strengthen this culture and enhance job satisfaction. Consequently, these efforts will contribute to improved performance and increased employee loyalty. Thus, the findings of this study affirm that organizational culture influences job satisfaction. By creating and maintaining a conducive organizational culture, the company can enhance employee satisfaction, which is essential for achieving long-term success.

4. The Effect of Organizational Culture on Employee Performance

Based on the statistical analysis, organizational culture has a significance value of 0.000, which is below the 0.05 threshold, and a standardized coefficient beta of 0.554. These results indicate that organizational culture has a direct and significant effect on employee performance, leading to the acceptance of hypothesis H4. The path coefficient of 0.554 suggests that increases in organizational culture are linearly proportional to increases in employee performance. The findings align with previous studies emphasizing the significance of organizational culture in influencing employee performance. For instance, Korda and Rachmawati (2022) demonstrated that organizational culture positively and significantly impacts employee performance, both directly and indirectly through job satisfaction. Similarly, Ibrahim et al. (2022) supported these conclusions, showing that organizational culture significantly influences employee performance and highlighting that a strong culture fosters a more productive work environment.

The organizational culture at PG Kebon Agung Malang is built upon the values of cooperation, innovation, and responsibility, which serve as both behavioral guidelines and a foundation for a work environment that encourages employees to excel. When organizational culture aligns with employee motivation, it fosters a stronger sense of belonging to the company, which enhances both commitment and performance. Suwandana et al. (2020) revealed that an effective organizational culture, aligned with employee motivation, can lead to enhanced performance, particularly when coupled with high levels of job satisfaction. However, in certain contexts, organizational culture may not consistently exert a significant direct influence on employee performance unless mediated by other factors, such as organizational commitment and work motivation (Syanan et al., 2023; Wahjoedi, 2021). These variations may arise from differences in organizational context and the implementation of cultural values. Therefore, it is crucial for the management of PG Kebon Agung to recognize that the impact of organizational culture can vary depending on its implementation. The findings further highlight the significance of leadership in reinforcing the impact of organizational culture on employee performance. Leaders who demonstrate high levels of integrity and responsibility, as exemplified by PG Kebon Agung, motivate employees to perform better, thereby enhancing their performance. Fauzi et al. (2021) confirm that a strong organizational culture, reinforced by effective leadership, can significantly influence performance by enhancing job satisfaction and reducing stress. Other factors, such as internal communication, alignment of values, and the work environment, also play crucial roles in influencing employee performance. Tutu et al. (2022) assert that a conducive work environment, in addition to organizational culture, is significantly determinant of employee performance. Thus, this study concludes that a strong organizational culture at PG Kebon Agung has a significant contribution to enhancing employee performance. However, to maximize this impact, the company must continuously evaluate and reinforce its cultural values, ensuring their relevance to evolving market dynamics and employee needs. This culture should be supported by effective leadership, robust communication, and a conducive work environment to achieve optimal performance outcomes.

5. The Effect of Job Satisfaction on Employee Performance

Job satisfaction is a crucial determinant of employee performance, playing a significant role in how effectively individuals contribute to their organizations. The analysis results provide compelling evidence of this relationship, affirming that job satisfaction influences employee performance and supporting the acceptance of Hypothesis H5. Employees with higher levels of job satisfaction are more motivated to work diligently and efficiently, establishing a strong connection between satisfaction and the quality and quantity of their work outcomes. At PG Kebon Agung, satisfied employees demonstrate greater enthusiasm toward their tasks, leading to increased productivity and deeper commitment to organizational goals. As noted by Indrayani et al. (2024), improved job satisfaction directly correlates with enhanced performance. This finding is further supported by Korda and Rachmawati (2022), who assert that job satisfaction affects performance both directly and through employee commitment. However, job satisfaction does not always exert a direct influence on performance. The impact of job satisfaction on performance may vary depending on the organizational context and related factors.

For instance, Wahjoedi (2021) indicates that job satisfaction serves as a crucial mediating variable within organizational dynamics, demonstrating that job satisfaction interacts with other factors to enhance performance. Nastiti (2022) states that in some cases, job satisfaction may act as an intervening variable that mediates the relationship between other variables, such as affective commitment and performance, or it may mediate the influence of work motivation on employee performance (Suwandana et al., 2020).

In the long term, increased job satisfaction has been shown to influence not only individual performance but also the overall performance of the organization (Inayat & Khan, 2021). Research results indicate that employees view job satisfaction as an essential element in enhancing their performance. Although the effects of job satisfaction may vary across different organizational contexts, these findings underline the importance of job satisfaction as a key factor in improving productivity and efficiency. Therefore, to effectively enhance employee performance, PG Kebon Agung must prioritize strategies that can elevate job satisfaction. This includes implementing initiatives to strengthen organizational culture and foster work motivation, which will ultimately support the growth and sustainability of superior performance.

6. The Effect of Work Motivation on Employee Performance through Job Satisfaction

This research indicates that work motivation plays a crucial role in employee performance, both directly and indirectly through job satisfaction. This aligns with Herzberg's two-factor theory, which emphasizes that intrinsic motivation, such as achievement, recognition, and responsibility, serves as a primary driver of optimal performance. The findings suggest that strategies to enhance motivation, such as incentives, career development, and recognition of achievements, contribute not only to job satisfaction but also to employee performance at PG Kebon Agung. This is consistent with research conducted by Suwandana et al. (2020), which states that work motivation is related to employee performance, with job satisfaction acting as a mediator. Job satisfaction plays a critical role in reinforcing the relationship between work motivation and performance. Ibrahim et al. (2022) found that when employees feel satisfied with their jobs, high work motivation can contribute more effectively to enhancing performance. This underscores the importance of creating a balance between motivation and job satisfaction at PG Kebon Agung, allowing employees to work with commitment and optimal performance.

The significance of job satisfaction is also highlighted by Nastiti (2022), who concludes that without satisfaction among employees, work motivation may not consistently contribute to performance. However, other research, such as Wahjoedi (2021), emphasizes leadership as a key factor that strengthens the relationship between work motivation and performance through job satisfaction. This research asserts that effective leadership can create a supportive work environment, provide recognition, and offer constructive feedback, enhancing motivation and job satisfaction for employees. Effective leadership can strengthen the relationship between work motivation and job satisfaction, ultimately impacting employee performance. This study highlights the importance of a holistic approach to human resource management, where motivation and job satisfaction are regarded as complementary factors contributing to the enhancement of employee performance. The findings emphasize that PG Kebon Agung should ensure that employee motivation is nurtured by improving job satisfaction through conducive working conditions, fair rewards, and transparent career development pathways. This enables employees to feel not only motivated but also satisfied, which reflects in improved performance. By optimizing these two factors, the organization can foster a productive work environment that effectively supports the achievement of organizational goals.

7. The Effect of Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable

The values and norms of an organization, reflected in its culture, influence both individual and collective performance in the workplace. A strong organizational culture fosters an environment that encourages employees to engage in innovative work practices and enhances job satisfaction, thereby contributing to overall performance (Aboramadan et al., 2020; Nassani et al., 2024). The results of this study indicate that the organizational culture at PG Kebon Agung is related to employee performance through job satisfaction (Hypothesis 7 is accepted). The findings demonstrate that when employees feel satisfied with their roles, a supportive organizational culture can enhance their performance. The intervening role of job satisfaction is reflected among employees at PG Kebon Agung, where a positive organizational culture makes them feel supported and valued. This increases job satisfaction and motivates them to achieve better performance. A study by Wua et al. (2022) supports this finding, indicating that job satisfaction plays a role in the relationship between organizational culture and employee performance. Similarly, other research shows that employees who align with the organizational culture experience higher job satisfaction, which subsequently contributes to their performance (Cao et al., 2024).

When employees feel satisfied with their jobs and the organization's values align with their personal values, they are likely to have higher commitment, which in turn can enhance productivity (Sadaf et al., 2022).

This suggests that an organizational culture that supports employee well-being tends to contribute positively to job satisfaction (Sypniewska et al., 2023). Conversely, misalignment between organizational values and employee experiences can lead to decreased job satisfaction. In other words, the implementation of organizational culture does not always yield positive outcomes if it does not meet employees' expectations. Therefore, for PG Kebon Agung to achieve optimal performance, it is essential to integrate a strong organizational culture with consistent and sustained efforts to enhance job satisfaction. This includes creating a work environment that supports high performance and employee well-being, while also recognizing that other factors can influence overall success

The study highlights that work motivation, organizational culture, and job satisfaction are essential factors in improving employee performance, ultimately leading to enhanced organizational performance. Based on these findings, it is recommended that management at PG Kebon Agung implement the following strategic actions: (1) develop recognition and reward programs, as well as career development and training initiatives to enhance work motivation; (2) strengthen organizational culture through the implementation of organizational values and more effective internal communication; (3) improve employee job satisfaction by promoting well-being and conducting regular satisfaction surveys; (4) encourage employee-oriented leadership and involve employees in decision-making processes; and (5) establish a comprehensive performance evaluation system to monitor the implementation of organizational culture.

This research provides valuable insights into the role of job satisfaction as a connector between work motivation, organizational culture, and employee performance. However, the study also acknowledges several limitations. The relatively small sample size may affect the generalizability of the findings to a broader population. Additionally, this study has not included other potential influencing variables, such as leadership style and external economic conditions, which may impact employee performance. Future research with a larger and more diverse sample size, along with the exploration of additional variables, is recommended to provide deeper insights into the dynamics of performance within a broader organizational context

VI. CONCLUSION

This study demonstrates that work motivation, organizational culture, and job satisfaction significantly influence employee performance. Furthermore, the findings indicate that work motivation and organizational culture affect job satisfaction, which acts as an intervening variable that mediates the relationships between work motivation, organizational culture, and employee performance. Based on these findings, it is concluded that all hypotheses are accepted. The results of the Sobel test further confirm that job satisfaction mediates the relationship between work motivation and organizational culture with employee performance. The obtained Z value indicates that job satisfaction plays a crucial role in enhancing the effects of work motivation and organizational culture on employee performance. Consequently, improvements in work motivation and organizational culture not only have a direct impact on employee performance but also operate through increased job satisfaction. This conclusion suggests that efforts to enhance employee performance should consider the importance of job satisfaction as a supporting factor linking work motivation, organizational culture, and employee performance.

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