

The Role of Organizational Culture on Civil Servant Performance: The Mediating Effect of Job Satisfaction

Rizka Rahmayunizar¹, Bambang Supeno², Burhan^{3*}

¹Magister of Management, Graduate Scholl, Lancang Kuning University, Indonesia

²Magister of Management, Graduate Scholl, Lancang Kuning University, Indonesia

³Magister of Management, Graduate Scholl, Lancang Kuning University, Indonesia

Correspondence *:

burhan@unilak.ac.id

Abstract

Human resources (HR) play a crucial role in sustaining organizational operations and are widely regarded as one of the primary assets determining organizational success. In the context of rapid technological advancement and scientific development, the demand for highly competent and skilled human resources has become increasingly significant. Within public sector institutions, employee performance represents a fundamental indicator of organizational effectiveness, reflecting the extent to which leadership provides guidance, supervision, and developmental support. Performance evaluation not only measures work outcomes but also serves as a mechanism to enhance motivation, strengthen work commitment, and encourage employees to achieve optimal results. Employee performance is influenced by various organizational and psychological factors, among which organizational culture and job satisfaction are particularly significant. Organizational culture shapes shared values, norms, and behavioral expectations that guide employees' attitudes and actions within the workplace. A strong and positive organizational culture fosters collaboration, discipline, and a sense of belonging, which in turn can enhance individual and collective performance. Meanwhile, job satisfaction reflects employees' emotional and cognitive responses to their work environment, responsibilities, leadership, and rewards. Higher levels of job satisfaction are generally associated with improved productivity, stronger organizational commitment, and better performance outcomes. This study aims to examine: (1) the effect of organizational culture on job satisfaction; (2) the effect of organizational culture on the performance of civil servants (Aparatur Sipil Negara/ASN); (3) the effect of job satisfaction on ASN performance; and (4) the mediating role of job satisfaction in the relationship between organizational culture and ASN performance. The research adopts a quantitative approach using an explanatory (causal) descriptive design. Data were collected from 114 employees through structured questionnaires. The analysis was conducted using Structural Equation Modeling based on Partial Least Squares (SEM-PLS), enabling the examination of both direct and indirect relationships among variables within the proposed research model. The results indicate that: (1) organizational culture has a positive and significant effect on job satisfaction; (2) organizational culture also has a positive and significant effect on ASN performance; (3) job satisfaction positively and significantly influences ASN performance; and (4) job satisfaction mediates the relationship between organizational culture and ASN performance. These findings suggest that strengthening organizational culture not only directly improves performance but also enhances job satisfaction, which subsequently reinforces employee performance in the public sector context.

Keywords : Organizational Culture, Job Satisfaction, Employee Performance

I. Introduction

In organizational settings, particularly within the public sector, human resources (HR) serve as the central driving force that determines institutional success. Civil Servants (Aparatur Sipil Negara/ASN), as integral components of government bureaucracy, bear responsibilities that extend beyond administrative duties to include the realization of good governance through professional, effective, and accountable public service delivery. However, the performance of civil servants does not operate in isolation. Their performance is shaped by various internal organizational factors, among which organizational culture and job satisfaction play pivotal roles.

Organizational culture refers to the system of shared values, norms, beliefs, and behavioral patterns that evolve within an organization and guide how members think, act, and interact. Robbins and Judge (2017) define organizational culture as a system of shared meaning held by members that distinguishes one organization from another. Organizational culture influences decision-making processes, conflict resolution mechanisms, leadership styles, and patterns of interpersonal relationships. A culture characterized by collaboration, transparency, performance recognition, and innovation fosters a supportive work environment in which employees are more likely to experience higher levels of job satisfaction. Conversely, an overly bureaucratic, rigid, and authoritarian culture may suppress creativity, reduce employee engagement, and diminish motivation.

Such phenomena are observable in many regional government institutions, including the Regional Revenue Agency (Bapenda) of Riau Province. Structural and cultural challenges within Bapenda have, in some cases, hindered the optimal performance of civil servants. Common issues include limited two-way communication between leaders and staff, insufficient recognition of innovative contributions, unresolved interdepartmental conflicts, disproportionate workload distribution, misalignment between assigned tasks and employee competencies, and inadequate work-life balance. These conditions may create psychological strain, reduce employee engagement, and ultimately weaken job satisfaction.

Denison (1990) argues that weak organizational culture leads to low employee involvement, high levels of work-related stress, and diminished organizational loyalty. This perspective underscores the importance of strengthening organizational culture as a strategic intervention to enhance employee performance. Without a supportive cultural foundation, even technically competent employees may struggle to achieve optimal performance outcomes.

Job satisfaction, in this context, represents a critical psychological factor influencing performance. It refers to a positive emotional state resulting from an individual's appraisal of their job or work experience. Herzberg's Two-Factor Theory (1959) distinguishes between motivator factors (intrinsic factors such as achievement, recognition, responsibility, and opportunities for growth) and hygiene factors (extrinsic factors such as working conditions, interpersonal relationships, salary, and organizational policies). When these factors are inadequately managed, employees are likely to experience dissatisfaction. Siengthai and Pila-Ngarm (2016) emphasize that high levels of job satisfaction are closely associated with stronger organizational commitment, improved performance, and reduced turnover intentions. Conversely, dissatisfaction may lead to decreased productivity, increased absenteeism, and weakened institutional loyalty.

The relationship between organizational culture and job satisfaction is therefore crucial. A supportive and humanistic culture fosters a sense of belonging, strengthens workplace relationships, and encourages achievement-oriented behavior. Civil servants who operate in environments that promote innovation, fairness, and transparency are more likely to feel valued and motivated. On the other hand, rigid hierarchies, inequitable treatment, and limited participatory opportunities may generate feelings of alienation, ultimately undermining both satisfaction and performance.

Employee performance, as the manifestation of individual contributions toward organizational objectives, constitutes a key indicator of governmental effectiveness. Performance encompasses not only the achievement of quantitative targets but also efficiency, service quality, professionalism, and adherence to ethical standards. Mangkunegara (2020) defines performance as the quality and quantity of work achieved by an employee in carrying out assigned responsibilities. High performance emerges from the synergy between competence, motivation, and a supportive work environment. Even highly skilled employees may exhibit declining performance when operating within a stressful, unsupportive, or conflict-prone organizational climate.

Declining performance among civil servants in certain regional institutions, including Bapenda Riau Province, illustrates that non-technical factors such as organizational culture and psychological well-being significantly influence work outcomes. Previous empirical studies consistently demonstrate that organizational culture positively affects employee performance, both directly and indirectly through job satisfaction. Sopiah and Sangadji (2018) found that strong and positive organizational culture enhances employee loyalty, work enthusiasm, and commitment to optimal contribution. Similarly, Javed et al. (2014) reported that employee performance improves significantly when individuals feel valued, empowered, and supported by an inclusive organizational culture.

Despite these findings, existing research often remains general in scope and does not sufficiently explore the specific context of civil servants within regional government institutions. Particularly limited are studies that explicitly examine job satisfaction as a mediating variable in the relationship between organizational culture and ASN performance in local bureaucratic environments. This represents a significant research gap. Regional bureaucracies possess unique characteristics, including hierarchical structures, centralized decision-making processes, and heavy administrative workloads, which require context-specific examination.

Accordingly, this study seeks to empirically analyze how organizational culture within the Regional Revenue Agency (Bapenda) of Riau Province influences civil servant performance, with job satisfaction positioned as a mediating variable. The objective is not merely to identify statistical relationships among variables, but also to deepen understanding of the mechanisms through which organizational culture shapes employee perceptions, experiences, and ultimately performance outcomes.

By examining these relationships, the study aims to contribute to the development of public sector human resource management policies that foster healthier, more inclusive, and more productive work environments. The findings are expected to provide strategic insights for strengthening organizational culture and enhancing job satisfaction, thereby promoting a more adaptive, accountable, and service-oriented bureaucracy in the public sector.

2. Literature Review and Hypotheses Development

2.1 Organizational Culture and Civil Servant Performance

Organizational culture represents a system of shared values, norms, beliefs, and behavioral expectations that shape how members of an organization perceive, think, and act. Robbins and Judge (2017) define organizational culture as a shared meaning system that distinguishes one organization from another. Within public sector institutions, organizational culture plays a crucial role in guiding employee behavior, shaping decision-making patterns, and determining the quality of interpersonal relationships among employees.

In the context of public administration, particularly among Civil Servants (Aparatur Sipil Negara/ASN), organizational culture functions as a behavioral compass that directs professional conduct, integrity, accountability, and service orientation. A strong and positive organizational culture fosters collaboration, transparency, innovation, and commitment to organizational goals. Conversely, a rigid and bureaucratic culture characterized by excessive hierarchy, poor communication, and lack of appreciation may weaken employee motivation and reduce performance outcomes.

Mangkunegara (2020) explains that employee performance reflects the quality and quantity of work achieved in accordance with assigned responsibilities. Performance is influenced not only by individual competence but also by environmental factors such as leadership style, work climate, and organizational culture. Empirical studies support this theoretical perspective. Masela et al. (2021) found that organizational culture significantly affects employee performance in public institutions. Similarly, Yuditia et al. (2023) reported that a supportive organizational culture enhances employee performance through positive motivational mechanisms. Based on this theoretical and empirical foundation, the following hypothesis is proposed:

H1: Organizational culture has a positive and significant effect on civil servant performance.

2.2 Organizational Culture and Job Satisfaction

Job satisfaction refers to a positive emotional state resulting from an individual's evaluation of their work experiences. Herzberg's Two-Factor Theory distinguishes between intrinsic motivators (achievement, recognition, responsibility, and personal growth) and hygiene factors (working conditions, salary, policies, and interpersonal relationships). Both categories are closely linked to organizational culture, as culture determines how employees are recognized, supported, and valued within the institution.

A constructive organizational culture promotes fairness, open communication, participation in decision-making, and opportunities for professional development. Such an environment enhances employees' psychological well-being and increases their satisfaction levels. Conversely, a culture that suppresses innovation, limits dialogue, and emphasizes rigid authority structures may generate dissatisfaction and disengagement.

Empirical evidence reinforces this relationship. Rahmi et al. (2024) demonstrate that work culture significantly influences job satisfaction among civil servants. Similarly, Ghazali and Ekhsan (2023) identify that organizational culture positively contributes to job satisfaction through enhanced employee engagement. These findings indicate that organizational culture serves as a foundational determinant of employees' psychological responses to their work environment. Accordingly, the following hypothesis is formulated:

H2: Organizational culture has a positive and significant effect on job satisfaction.

2.3 Job Satisfaction and Civil Servant Performance

Job satisfaction is widely recognized as a predictor of employee performance. Employees who experience satisfaction tend to demonstrate higher levels of commitment, productivity, and loyalty to the organization. Satisfied employees are more likely to invest discretionary effort, maintain discipline, and uphold professional standards in performing their duties.

Fitriani et al. (2022) emphasize that job satisfaction acts as an intervening variable that strengthens the relationship between organizational factors and performance outcomes. Similarly, Makun and Foeh (2023) highlight that satisfied employees exhibit improved work performance, especially when organizational support and motivation are adequately provided.

In the public sector context, satisfied civil servants are more capable of delivering quality public services and achieving institutional targets effectively. Therefore, job satisfaction is not merely an emotional state but a strategic factor influencing performance sustainability. Based on this reasoning, the third hypothesis is proposed:

H3: Job satisfaction has a positive and significant effect on civil servant performance.

2.4 The Mediating Role of Job Satisfaction

Beyond its direct influence, job satisfaction may function as a mediating variable that explains how organizational culture translates into performance outcomes. Organizational culture shapes employees' perceptions of fairness, recognition, and support. These perceptions influence their level of job satisfaction, which subsequently affects their performance behavior.

Feri et al. (2020) found that organizational culture influences employee performance indirectly through job satisfaction. This indicates that the impact of culture on performance is not solely direct but also operates through psychological mechanisms. In a similar vein, Rahmi et al. (2024) confirm that job satisfaction mediates the relationship between cultural factors and ASN performance.

Theoretically, this mediating mechanism aligns with behavioral organizational theory, which posits that environmental factors affect employee behavior through internal psychological states. Organizational culture, as an environmental stimulus, shapes employees' emotional responses (job satisfaction), which then influence their observable work performance. Thus, the final hypothesis is formulated as follows:

H4: Job satisfaction mediates the relationship between organizational culture and civil servant performance.

3. Method

This study employs a quantitative approach using a descriptive and explanatory survey design to obtain a comprehensive understanding of the influence of independent variables on the dependent variable. Quantitative research emphasizes numerical measurement and statistical analysis to test theoretical relationships among variables. As stated by Sugiyono (2019), quantitative data represent the characteristics of variables expressed in numerical form, allowing for objective measurement and empirical verification. In this study, data were collected through structured questionnaires and analyzed to examine the proposed causal relationships among organizational culture, job satisfaction, and civil servant performance.

The analytical technique applied in this research is Structural Equation Modeling based on Partial Least Squares (SEM-PLS). This method enables the researcher to assess direct, indirect, and total effects of exogenous variables on endogenous variables simultaneously within a comprehensive structural framework. SEM-PLS is particularly suitable for predictive and exploratory research models, especially when examining complex relationships involving mediating variables.

The study adopts a verification-oriented approach through statistical hypothesis testing using SEM, which integrates path analysis and factor analysis into a unified multivariate analytical technique, as described by Hair et al. (2014). This integration allows for simultaneous assessment of measurement validity and structural relationships among constructs.

The data analysis procedure consists of three main stages: evaluation of the outer model (measurement model), evaluation of the inner model (structural model), and hypothesis testing. The outer model assessment examines the extent to which observed indicators reliably and validly reflect their respective latent constructs. This includes testing for convergent validity, discriminant validity, and construct reliability. The inner model, or structural model, evaluates the strength, direction, and significance of relationships among latent variables within the proposed research framework. This stage also assesses the model's explanatory power and predictive relevance to ensure that the structural relationships are statistically sound and theoretically meaningful.

Through this systematic analytical process, the study ensures that the proposed research model demonstrates adequate levels of validity, reliability, and overall goodness of fit, thereby providing robust empirical evidence regarding the mediating role of job satisfaction in the relationship between organizational culture and civil servant performance.

4. Result and Discussion

The data analysis in this study was conducted using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) to evaluate both the measurement model (outer model) and the structural model (inner model). This analytical approach enables simultaneous examination of construct validity and the causal relationships among organizational culture, job satisfaction, and civil servant performance within the Regional Revenue Agency (Bapenda) of Riau Province.

4.1 Measurement Model Evaluation (Outer Model)

The assessment of the measurement model indicates that all indicators used to measure the latent constructs demonstrate loading factor values exceeding the recommended threshold of 0.70. This finding confirms that the indicators possess strong convergent validity and are reliable representations of their respective constructs.

For the organizational culture variable (X), the lowest loading factor was recorded for indicator X4 (0.720), while the highest was observed for indicator X3 (0.803). Although X4 represents the smallest contribution among the indicators, its value remains above the minimum acceptable threshold, indicating that it still provides a meaningful reflection of organizational culture. The relatively high loading of X3 suggests that this particular dimension likely associated with shared values, collaboration, or leadership orientation constitutes the most dominant aspect shaping employees' perceptions of organizational culture within Bapenda. Overall, the measurement results imply that the respondents consistently recognize and internalize the cultural values embedded in their work environment.

Regarding job satisfaction (Y1), the loading factors range from 0.711 (Y1_5) to 0.868 (Y1_1). The high loading value of Y1_1 indicates that this indicator serves as a strong reflection of employees' evaluative and emotional responses toward their work. This dimension may relate to intrinsic satisfaction, such as recognition, meaningful work, or supportive interpersonal relationships. The consistent loading values across all job satisfaction indicators demonstrate that employees possess relatively coherent perceptions of their work experiences, suggesting that job satisfaction is multidimensional yet structurally stable within the organization.

The employee performance variable (Y2) exhibits the strongest psychometric properties among all constructs, with loading factor values ranging between 0.814 and 0.926. Indicator Y2_2 demonstrates the highest loading (0.926), indicating that this dimension possibly associated with productivity or task achievement most strongly defines performance in this institutional context. Even the lowest indicator (Y2_4 = 0.814) reflects a substantial contribution to the latent construct. These findings confirm that the measurement of ASN performance is statistically robust and that respondents have a clear and shared understanding of performance standards within the organization. Collectively, the outer model evaluation confirms that all constructs meet the criteria for convergent validity and reliability, thereby providing a solid foundation for structural model analysis.

4.2 Structural Model Evaluation (Inner Model) and Hypothesis Testing

The structural analysis reveals significant positive relationships among the variables examined in this study. First, organizational culture exerts a positive and significant influence on job satisfaction. This finding indicates that when employees perceive their organizational culture as supportive, collaborative, and value-driven, they experience higher levels of satisfaction in their roles. In the context of Bapenda Riau Province, cultural elements such as communication openness, recognition of contributions, and shared responsibility appear to strengthen employees' emotional attachment and positive evaluation of their work environment. This result supports behavioral organization theories asserting that culture functions as a psychological climate that shapes employees' attitudes and perceptions.

Second, organizational culture also demonstrates a positive and significant direct effect on civil servant performance. This suggests that beyond influencing psychological satisfaction, culture directly shapes behavioral

outcomes. A constructive culture encourages discipline, accountability, and performance orientation. In public sector institutions characterized by hierarchical structures and procedural rigidity, a positive organizational culture may serve as a stabilizing force that enhances coordination and productivity. The findings imply that ASN performance is not solely driven by formal regulations or competency levels but is also deeply rooted in shared organizational values.

Third, job satisfaction significantly influences ASN performance. Employees who experience higher satisfaction levels tend to exhibit stronger commitment, better focus, and greater motivation in fulfilling their responsibilities. This supports motivational theories which posit that satisfied employees are more productive and more willing to exert discretionary effort. In the bureaucratic setting of Bapenda, job satisfaction appears to function as a psychological resource that translates internal attitudes into observable performance outcomes.

4.3 Mediating Role of Job Satisfaction

One of the most important findings of this study is the mediating role of job satisfaction in the relationship between organizational culture and ASN performance. The analysis confirms that job satisfaction partially mediates this relationship, meaning that organizational culture affects performance both directly and indirectly through job satisfaction.

This mediation mechanism highlights that culture does not merely impose structural influence; it shapes employees' internal psychological states, which subsequently determine their behavioral performance. In other words, when ASN perceive organizational culture positively, they develop stronger satisfaction, which then enhances their work output. The presence of mediation underscores the importance of addressing both structural-cultural dimensions and psychological factors simultaneously when designing performance improvement strategies.

From a theoretical perspective, these findings reinforce the relevance of organizational behavior theories emphasizing the interplay between environmental context (organizational culture), psychological state (job satisfaction), and behavioral outcomes (performance). The study provides empirical support within a regional public sector context, contributing to the limited body of research examining mediation mechanisms in government institutions.

4.4 Contextual Interpretation in the Public Sector

In the specific context of Bapenda Riau Province, the findings suggest that improving ASN performance requires more than procedural reforms or technical competency enhancement. Cultural transformations such as fostering transparency, inclusivity, fairness, and recognition plays a strategic role in enhancing both satisfaction and performance.

The bureaucratic nature of public institutions often emphasizes compliance and hierarchy. However, the results demonstrate that when organizational culture shifts toward a more participatory and supportive orientation, employees respond positively both emotionally and behaviorally. This underscores that public sector performance management must incorporate soft organizational dimensions alongside formal governance mechanisms.

Furthermore, the mediation findings imply that managerial interventions aimed at strengthening organizational culture should simultaneously prioritize improving job satisfaction. Initiatives such as equitable reward systems, open communication channels, participative decision-making, and leadership development programs may function as practical levers for reinforcing both satisfaction and performance outcomes.

5. Conclusion

Based on the findings of this study, organizational culture plays a significant role in improving civil servant performance, with job satisfaction acting as a mediating variable that strengthens this relationship. Organizational culture must go beyond formal statements of values and be reflected in daily work practices. When values such as integrity, professionalism, collaboration, and accountability are effectively internalized, they create a supportive work environment that enhances employee performance. In this process, job satisfaction serves as a psychological mechanism that links employees' perceptions of their work environment to their motivation to perform optimally.

Theoretically, these findings confirm the relevance of organizational behavior theories in the public sector context, particularly regarding the relationship between organizational culture, job satisfaction, and performance. Practically, the study suggests that public institutions should move beyond administrative approaches toward strategic human resource management focused on strengthening positive work culture. By fostering fair policies, open communication, participatory leadership, and supportive work environments, organizations can enhance job satisfaction and ultimately improve civil servant performance in delivering quality public services.

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