
| RESEARCH ARTICLE

The Influence of Organizational Culture on Job Satisfaction and Its Impact on Employee Performance

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| ABSTRACT

The performance of integrated service employees is influenced by various internal organizational factors, including organizational culture and job satisfaction. This study aims to examine the effect of organizational culture on job satisfaction and employee performance, as well as the mediating role of job satisfaction in the relationship between organizational culture and performance. A quantitative survey approach was employed in this study. The population consisted of 195 employees of integrated service units across subdistricts in Tangerang Regency, with 131 respondents selected using proportional random sampling. Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results indicate that organizational culture has a positive and significant effect on both job satisfaction and employee performance. In addition, job satisfaction significantly influences employee performance and partially mediates the relationship between organizational culture and performance. The findings highlight the importance of strengthening organizational culture to enhance employee satisfaction and improve service performance.

| KEYWORDS

Organizational Culture, Job Satisfaction, Employee Performance

| ARTICLE INFORMATION

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1. Introduction

Effective, accountable, and public service-oriented governance has become a central demand in the era of bureaucratic reform and regional autonomy. Governments are required to continuously improve the quality of governance in order to deliver public services that are responsive, transparent, and equitable (Sedarmayanti, 2020; Sinaga et al., 2020). In this context, human resources within the public sector play a highly strategic role, as the successful implementation of public policies and the achievement of regional development goals largely depend on the attitudes, behaviors, and performance of government employees (Mangkunegara, 2018; Rivai, 2018). Professional, high-integrity, and high-performing civil servants therefore constitute a fundamental prerequisite for realizing a government that serves and gains public trust (Hasibuan, 2020; Agustini, 2019).

The management of civil servants in Indonesia has been systematically regulated through various policies that emphasize professionalism, ethics, and performance orientation in public service delivery. Employee performance appraisal is positioned as a continuous process encompassing performance planning, implementation, and measurable evaluation (Sinaga et al., 2020; Afandi, 2018). Furthermore, the national bureaucratic reform agenda places the strengthening of work culture as a key pillar in creating a clean, effective, and service-oriented bureaucracy. Accordingly, organizational culture should not merely be understood as a set of normative values, but also as a strategic instrument for enhancing employee performance and improving the quality of public services (Sutrisno, 2019; Marwansyah, 2019).

Tangerang Regency is one of the regions characterized by dynamic development and high demand for public services. Its strategic geographical position as a buffer zone for a metropolitan area has resulted in high population mobility and service intensity. Rapid population growth combined with the dominance of the productive-age population has increased the demand for administrative government services that are more complex, faster, and higher in quality. Under these conditions, subdistrict offices serve as the frontline of public service delivery that directly interacts with the community, particularly through integrated service units.

The characteristics of subdistricts within Tangerang Regency vary considerably in terms of territorial size, population, and population density. These variations imply differences in workload, task complexity, and service interaction intensity faced by subdistrict employees. Such disparities potentially influence internal organizational dynamics, including the formation of work culture, levels of job satisfaction, and employee performance in delivering public services. Therefore, human resource management at the subdistrict level requires an approach that extends beyond administrative considerations to also address employees' behavioral and psychological aspects.

Performance evaluations of subdistrict employees indicate that accountability outcomes have not been evenly achieved across all areas. This condition suggests that performance planning, implementation, and reporting systems have not been consistently executed. On the other hand, public satisfaction with service delivery tends to be relatively high, creating a gap between citizens' perceived service quality and the internal performance accountability of employees. This inconsistency indicates that improvements in service quality have not been fully accompanied by systematic strengthening of performance management mechanisms. Suboptimal employee performance is also reflected in comparisons of administrative service outcomes with those of other regions, where several service indicators remain below regional benchmarks, indicating limitations in service effectiveness and equity. Moreover, recurring public complaints regarding integrated services at the subdistrict level such as slow administrative processes, unfriendly employee attitudes, employee absence during service hours, and unclear information further highlight the presence of structural and behavioral performance issues.

Frequent public complaints and increased public scrutiny reflect low levels of responsiveness and professionalism among public servants in delivering services. This phenomenon not only affects public satisfaction but also shapes negative perceptions of overall government institutional performance. Such suboptimal employee performance is not solely attributable to technical limitations, but is also associated with weak internalization of organizational culture values and low levels of job satisfaction (Sutrisno, 2019; Robbins, 2020).

Job satisfaction represents a crucial psychological factor influencing employee attitudes, motivation, and performance. Employees who are satisfied with their jobs tend to exhibit stronger organizational commitment, better discipline, and greater efforts to perform in accordance with established standards (Herzberg, 2008; Indrasari, 2017). Conversely, low job satisfaction may lead to reduced work motivation, diminished responsibility, and lower service quality (Bhastary, 2020; Mangkunegara, 2018). Job satisfaction is influenced by role clarity, workload fairness, performance appraisal systems, leadership support, work environment, and recognition of achievement (Handoko, 2020; Rivai, 2018). Preliminary observations indicate that job satisfaction among integrated service employees at the subdistrict level still faces several challenges, including unequal workload distribution, limited service facilities and infrastructure, and insufficient recognition of employee performance. In addition, a lack of transparency in performance appraisal systems affects employees' perceptions of fairness and job satisfaction.

From the perspective of organizational behavior theory, employee performance is not solely determined by individual capability, but is also strongly influenced by the organizational culture that develops within an institution. Organizational culture functions as a system of shared values and norms that guide employee behavior in performing tasks and interacting within the organization (Edgar H. Schein, 2010). A strong, service-oriented work culture is believed to enhance job satisfaction and promote higher levels of employee performance (Daniel R. Denison, 2000; Sutrisno, 2019). In public sector organizations, job satisfaction serves as a mechanism that mediates the relationship between organizational culture and employee performance (Robbins & Judge, 2018). Nevertheless, the organizational culture among integrated service employees at the subdistrict level still exhibits various weaknesses. Values related to discipline, responsibility, and service orientation have not been consistently internalized in daily work behavior, as evidenced by weak time discipline and low compliance with service standards. These conditions directly affect job satisfaction and employee performance, particularly in terms of timeliness, service consistency, and work productivity. Numerous empirical studies have demonstrated that organizational culture has a significant effect on job satisfaction and employee performance, with job satisfaction acting as a mediating variable (Astria, 2022; Kartikasari, 2020; Fahmi et al., 2021; Alvani, 2024). However, several studies have reported inconsistent findings regarding the direct effect of organizational culture on employee performance (Mewahaini & Sidharta, 2022; Linda et al., 2023). These inconsistencies indicate the existence of a research gap that warrants further investigation, particularly within the context of public sector organizations at the subdistrict level.

Based on these conditions, examining the influence of organizational culture on job satisfaction and its impact on the performance of integrated service employees in Tangerang Regency is both relevant and necessary. This study is expected to contribute theoretically to the enrichment of public sector human resource management literature and practically to assist local governments in formulating personnel management policies oriented toward improving employee performance and the quality of public service delivery

2. Literature Review

Organizational Culture

According to Hasibuan (2020), organizational culture is a strategic opportunity to develop human resources through changes in attitudes and behavior. Organizational culture encourages individuals to adapt to various challenges, both current and future. Furthermore, organizational culture is understood as an invisible social force that has a significant influence in motivating each member of the organization to carry out work activities in harmony with the desired goals. According to Sutrisno (2019), organizational culture can be defined as a set of values, beliefs, assumptions, or norms that have long been agreed upon and followed by members as guidelines for organizational behavior. Another definition, according to Bahri (2018), is that organizational culture is the basic philosophy of an organization that embodies shared beliefs, norms, and values that characterize how things are done within the organization. Based on expert opinion, it can be synthesized that organizational culture is a tool or system containing values that must be agreed upon by its members and that members are obliged to implement them.

Job Satisfaction

According to Sutrisno (2019), job satisfaction is an employee's attitude toward their work, related to the work situation, cooperation between employees, rewards received, and physical and psychological factors. Handoko (2020) defines job satisfaction as an employee's positive or negative perception of their work. This feeling is reflected in the employee's positive attitude toward work and all aspects of the work environment. Indrasari (2017) explains that job satisfaction occurs when there is no discrepancy between desires and perceived reality because the minimum desired level has been achieved. On the other hand, job satisfaction also indicates the extent to which the expected psychological contract is fulfilled. Job satisfaction is higher for those who receive balanced contributions in relation to the company's interests. Bhastary (2020) states that job satisfaction is an employee's attitude, behavior, and vision in carrying out their work. Job satisfaction is a personal characteristic, so it varies among employees, and it influences the work they do. According to Agustini (2019), job satisfaction is a form of a person's sense of well-being at work. This attitude stems from their understanding of work, that perception is a cognitive process where a person interprets and understands an individual's perspective to see the same thing in a different way. Based on the opinions of experts, it can be synthesized that job satisfaction is a positive attitude of the workforce including feelings and behavior towards their work through the assessment of one's work as a sense of appreciation in achieving one of the important values of work.

Employee Performance

Rizaly et al. (2025) state that employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. Adhari (2020) states that employee performance is the results produced by a specific job function or activities within a specific job over a specific time period, demonstrating the quality and quantity of that work. Sinaga (2020) states that performance is the result of a person's job function or activities within an organization, influenced by various factors to achieve organizational goals within a specific time period. According to Sedarmayanti (2020), performance refers to the definition of behavior, a set of behaviors relevant to the goals of the organization or organizational unit in which an individual works. Employee performance within an organization is based on the responsibilities and tasks assigned to each employee to achieve organizational goals legally and without violating existing regulations. Based on expert opinion, it can be synthesized that employee performance is the work result demonstrated through the quality and quantity of task execution within a specific period, resulting from job functions in accordance with assigned responsibilities

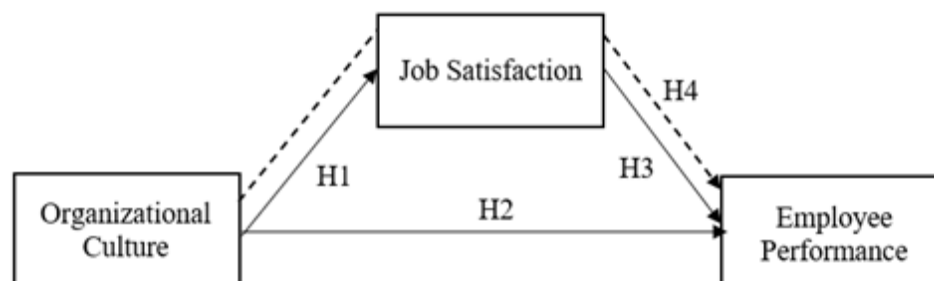


Figure 1. Conceptual Framework

Hypothesis

The Influence of Organizational Culture on Job Satisfaction

Organizational culture is a system of values, norms, and beliefs shared by members of an organization that serves as a guide for behavior and work (Schein, 2010). From Denison's (2000) organizational culture model, employee job satisfaction is primarily influenced by the Involvement and Consistency dimensions. The Involvement dimension reflects the level of employee involvement in decision-making and task execution, which directly impacts feelings of appreciation and job satisfaction. Meanwhile, Consistency plays a role in creating fairness, value alignment, and clarity of work rules, which are essential prerequisites for job satisfaction in the public sector. Various empirical studies support a positive relationship between organizational culture and job satisfaction. Astria (2022) demonstrated that organizational culture significantly influences job satisfaction in the public sector. Similar findings were also reported by Muslimat (2022), Subhan and Yusuf (2020), and Sandika et al. (2025), who stated that an organizational culture emphasizing cooperation, discipline, and performance orientation can increase employee job satisfaction. In addition, Hasmin (2019) and Bhastary (2020) emphasized that job satisfaction is not only influenced by individual factors, but also by the climate and work culture that develops in the organization..

H1: There is an influence of organizational culture on employee job satisfaction

The Influence of Organizational Culture on Employee Performance

Employee performance reflects the level of employee work achievement, both in terms of quality and quantity, in accordance with their roles and responsibilities. A strong organizational culture serves as a social control mechanism capable of directing employee work behavior toward the effective achievement of organizational goals. Within Denison's (2000) model, employee performance is primarily influenced by the Mission and Adaptability dimensions. Mission provides clarity of direction, goals, and work priorities, while adaptability reflects the organization's and employees' ability to respond to changing public service demands. Several studies have shown that organizational culture has a positive and significant effect on employee performance. Moeljahwati et al. (2020), Widyanarko and Sukesu (2020), and Suswardana (2022) found that organizational cultural values such as commitment, results orientation, and teamwork can directly improve employee performance. Research by Alvani (2024) and Usman (2025) also confirms that organizational culture is a key factor in driving employee performance through the formation of productive and disciplined work behaviors.

H2: There is an influence of organizational culture on employee performance

The Influence of Job Satisfaction on Employee Performance

Theoretically, the relationship between job satisfaction and employee performance can be explained through the Theory of Attitude Behavior and Social Exchange Theory. In the Theory of Attitude Behavior, job satisfaction is viewed as a positive work attitude that will encourage productive work behavior, including improving the quality and quantity of performance (Robbins & Judge, 2018). Employees who are satisfied with their jobs tend to have higher intrinsic motivation, strong organizational commitment, and a willingness to put in extra effort to complete tasks. Meanwhile, Social Exchange Theory explains that when employees feel satisfaction as a form of reciprocity from the organization through a fair work environment, superior support, and adequate rewards, they will reciprocate with positive work behaviors, including improved performance (Robbins & Judge, 2018). In the context of public organizations, job satisfaction acts as a psychological mechanism that fosters employees' sense of responsibility and loyalty to the goals of the service organization. Various studies have shown that job satisfaction has a positive and significant effect on employee performance. Kartikasari (2020) showed that job satisfaction directly contributes to improved lecturer performance. This finding is supported by Fahmi et al. (2021) and Sari et al. (2024), and Putri (2023), who stated that employees with high levels of job satisfaction tend to demonstrate better performance than dissatisfied employees. Furthermore, Bhastary (2020) emphasized that job satisfaction plays a crucial psychological role in reducing work stress and increasing productivity. Thus, job satisfaction is a strategic variable that directly influences employee performance in various organizational contexts.

H3: There is an influence of job satisfaction on employee performance

The Influence of Organizational Culture on Employee Performance through Job Satisfaction

Theoretically, the relationship between organizational culture and employee performance can be explained through Schein's Organizational Culture Model and Denison's Model, which position organizational culture as a contextual factor that shapes employee attitudes, perceptions, and work behaviors. According to Schein (2010), organizational culture operates at the level of basic values and assumptions that influence how employees interpret their work, including the level of perceived comfort, involvement, and job satisfaction. Within Denison's model, organizational culture dimensions such as Involvement and Consistency play a role in creating a sense of belonging, fairness, and clarity of work rules, which directly increase employee job satisfaction. Furthermore, the Mission and Adaptability dimensions provide direction and work flexibility that encourage employees to perform more effectively. Thus, organizational culture does not directly produce performance, but first shapes job satisfaction as an internal psychological condition of employees. Research by Alvani (2024), Hutomo (2021), and Bolung (2025) proves that job satisfaction plays a significant mediating variable in the relationship between organizational culture and

employee performance. Indriani et al. (2025) and Lestariningsih and Widhiastuti (2024) also found that the influence of organizational culture on employee performance was stronger when job satisfaction was placed as an intervening variable. This suggests that a positive organizational culture does not necessarily directly improve performance without being accompanied by employee satisfaction with their work..

H4: There is an influence of organizational culture on employee performance through job satisfaction

3. Methodology

This research uses a quantitative approach with a survey method, which aims to objectively and measurably test causal relationships between variables. The quantitative approach was chosen because the characteristics of the research problem require measurements based on numerical data and hypothesis testing using statistical techniques. The survey method was used to collect empirical data regarding employee perceptions regarding organizational culture, job satisfaction, and employee performance through a structured questionnaire. This approach aligns with Sugiyono's (2020) perspective, which emphasizes that quantitative research is positivistic, systematic, and allows for the generalization of research results to the studied population. The research was conducted at the sub-district-level Integrated Service Units (IPCs) throughout Tangerang Regency, covering 29 districts, from September 2025 to March 2026. The study population consisted of all 195 Civil Service (ASN) employees within the Integrated Service Units. Proportional random sampling was used to ensure proportional representation in each district, resulting in a sample size of 131 respondents based on the Slovin formula with a 5% margin of error. Data collection included primary data using a five-point Likert-scale questionnaire and secondary data from relevant official documents and publications to support the analysis and strengthen the research findings.

Data analysis was conducted in stages using descriptive statistics and Structural Equation Modeling–Partial Least Squares (SEM-PLS) using SmartPLS 4.0 software. Descriptive statistics were used to describe data characteristics and trends in respondent responses, while SEM-PLS was used to simultaneously test the measurement model (outer model) and structural model (inner model). The outer model was evaluated using convergent validity, discriminant validity, and reliability tests, while the inner model was evaluated using R-square, f-square, and Q-square values. Hypothesis testing was conducted using a bootstrapping procedure with statistical significance criteria, as recommended by Joseph F. Hair Jr., to ensure the predictive power and accuracy of the research model

4. Results

In this study, the observed respondent characteristics included gender, age, length of service, and education level. The sample consisted of 131 integrated service employees from all sub-districts in Tangerang Regency. A description of the respondent characteristics is presented below.

Table 1. Demographic Characteristics of Respondents

Characteristic	Category	Frequency	Percent (%)	Cumulative Percent (%)
Gender	Male	73	55.7	55.7
	Female	58	44.3	100.0
	Total	131	100.0	
Age (Years)	18–30	49	37.4	37.4
	31–40	56	42.7	80.2
	41–50	20	15.3	95.4
	>51	6	4.6	100.0
	Total	131	100.0	
Length of Service	< 1 year	3	2.3	2.3
	1–3 years	8	6.1	8.4
	4–6 years	44	33.6	42.0
	> 6 years	76	58.0	100.0
	Total	131	100.0	
Educational Level	Senior High School	48	36.6	36.6
	Diploma (D3)	4	3.1	39.7
	Bachelor's Degree (S1)	75	57.3	96.9
	Master's Degree (S2)	4	3.1	100.0
	Total	131	100.0	

Table 1 presents the demographic characteristics of the respondents involved in this study. In terms of gender, male employees constitute the majority of respondents (55.7%), while female employees account for 44.3%, indicating a relatively balanced

gender composition. With regard to age, most respondents are within the productive age range, dominated by employees aged 31–40 years (42.7%), followed by those aged 18–30 years (37.4%). This distribution suggests a workforce characterized by both maturity and adaptability to dynamic public service demands. Regarding length of service, the majority of respondents have more than six years of working experience (58.0%), followed by employees with 4–6 years of tenure (33.6%). This composition indicates that most respondents possess substantial institutional experience and a strong understanding of organizational culture and integrated service procedures. In terms of educational background, most respondents hold a bachelor's degree (57.3%), followed by senior high school graduates (36.6%), reflecting a workforce with adequate educational qualifications to support public service performance. Overall, the respondent profile demonstrates a stable, experienced, and sufficiently educated workforce, providing a solid basis for analyzing organizational culture, job satisfaction, and employee performance..

Table 2. Convergent Validity Test Results

Variable	Indicator	Factor Loading	Cronbach's alpha	AVE
Organizational Culture	Involvement	0.903	0.941	0.849
	Consistency	0.927		
	Adaptability	0.943		
	Mission	0.912		
	Job	0.977		
Job Satisfaction	Salary	0.973	0.979	0.923
	Promotion	0.954		
	Supervisor	0.923		
	Co-workers	0.975		
	Quality	0.978		
Employee Performance	Quantity	0.972	0.991	0.956
	Timeliness	0.981		
	Effectiveness	0.976		
	Independence	0.983		
	Commitment	0.977		

Table 2 presents the results of the convergent validity test for all research constructs. The findings indicate that all indicators exhibit factor loading values above the recommended threshold of 0.70, confirming that each indicator adequately represents its respective latent variable. In addition, the Cronbach's alpha values for Organizational Culture (0.941), Job Satisfaction (0.979), and Employee Performance (0.991) exceed the minimum criterion of 0.70, demonstrating strong internal consistency reliability. The Average Variance Extracted (AVE) values for all constructs also surpass the recommended cutoff of 0.50, indicating that each construct explains a substantial proportion of variance in its indicators. Overall, these results confirm that the measurement model meets the criteria for convergent validity and reliability and is therefore suitable for further structural model analysis.

Table 3. Discriminant Validity Test Results (Cross Loadings)

	Organizational Culture	Job Satisfaction	Employee Performance
Involvement	0,943	0,352	0,694
Consistency	0,927	0,430	0,734
Adaptability	0,743	0,605	0,976
Mission	0,903	0,177	0,583
Quality	0,755	0,608	0,983
Quantity	0,753	0,618	0,981
Timeliness	0,758	0,610	0,977
Effectiveness	0,754	0,599	0,978
Independence	0,713	0,624	0,972
Commitment	0,712	0,466	0,965
Job	0,461	0,977	0,663
Salary	0,324	0,923	0,541
Promotion	0,312	0,954	0,519
Supervisor	0,429	0,975	0,654
Co-workers	0,385	0,973	0,594

Table 3 shows the discriminant validity test results using the cross-loadings criterion. The results indicate that each indicator has the highest loading value on its respective construct compared to its loadings on other constructs, confirming adequate

discriminant validity. Indicators of Organizational Culture load more strongly on Organizational Culture than on Job Satisfaction and Employee Performance, while Job Satisfaction indicators show the highest loadings on the Job Satisfaction construct. Similarly, all Employee Performance indicators demonstrate the strongest loadings on Employee Performance. These findings suggest that the constructs are empirically distinct and that each indicator reliably measures its intended latent variable, thereby supporting the adequacy of the measurement model.

Table 4. Discriminant Validity Test Results (Fornell-Lacker Criterion)

	Organizational Culture	Job Satisfaction	Employee Performance
Organizational Culture	0,922		
Job Satisfaction	0,404	0,961	
Employee Performance	0,763	0,624	0,978

Table 4 presents the discriminant validity test results based on the Fornell–Larcker criterion. The square root of the AVE for each construct, shown on the diagonal, is higher than the correlations with other constructs, indicating satisfactory discriminant validity. Specifically, Organizational Culture (0.922), Job Satisfaction (0.961), and Employee Performance (0.978) each demonstrate stronger relationships with their own indicators than with other latent variables. These results confirm that the three constructs are conceptually and empirically distinct, supporting the validity of the measurement model.

Table 5. R² Value of Endogenous Variables

	R-square	R-square adjusted
Job Satisfaction	0,163	0,157
Employee Performance	0,702	0,697

Table 5 presents the R-square and adjusted R-square values of the endogenous variables. The R-square value for Job Satisfaction is 0.163, indicating that Organizational Culture explains 16.3% of the variance in Job Satisfaction, which reflects a relatively weak explanatory power. In contrast, Employee Performance has an R-square value of 0.702, meaning that Organizational Culture and Job Satisfaction jointly explain 70.2% of the variance in Employee Performance, indicating a strong explanatory power of the structural model. The adjusted R-square values, which are slightly lower, confirm the stability and robustness of these results.

Table 6. f-square

	f-square
Organizational Culture -> Job Satisfaction	0,195
Organizational Culture -> Employee Performance	1,046
Job Satisfaction -> Employee Performance	0,400

Table 6 presents the f-square values, which indicate the effect size of each exogenous construct on the endogenous variables. The effect of Organizational Culture on Job Satisfaction shows an f-square value of 0.195, indicating a medium effect. The effect of Organizational Culture on Employee Performance has an f-square value of 1.046, reflecting a very large effect. Meanwhile, Job Satisfaction has an f-square value of 0.400 on Employee Performance, which also indicates a large effect. These results suggest that Organizational Culture plays a dominant role in explaining Employee Performance, both directly and indirectly through Job Satisfaction.

Table 7. Hypothesis Testing Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Culture -> Job Satisfaction	0,404	0,407	0,075	5,418	0,000
Organizational Culture -> Employee Performance	0,611	0,611	0,057	10,763	0,000
Job Satisfaction -> Employee Performance	0,378	0,378	0,067	5,643	0,000
Organizational Culture -> Job Satisfaction -> Employee Performance	0,153	0,154	0,041	3,762	0,000

Table 7 presents the results of hypothesis testing using the bootstrapping procedure. The findings show that Organizational Culture has a positive and significant effect on Job Satisfaction ($\beta = 0.404$; $t = 5.418$; $p < 0.001$) and directly on Employee Performance ($\beta = 0.611$; $t = 10.763$; $p < 0.001$). Job Satisfaction also has a positive and significant effect on Employee

Performance ($\beta = 0.378$; $t = 5.643$; $p < 0.001$). Furthermore, the indirect effect of Organizational Culture on Employee Performance through Job Satisfaction is significant ($\beta = 0.153$; $t = 3.762$; $p < 0.001$), indicating that Job Satisfaction partially mediates the relationship between Organizational Culture and Employee Performance. Overall, all proposed hypotheses are supported by the empirical results.

5. Discussion

The Influence of Organizational Culture on Job Satisfaction

The test results show that Organizational Culture has a positive and significant effect on Job Satisfaction, as reflected in the original sample value of 0.404, a t-statistic of 5.418 (> 1.96), and a p-value of 0.000. This finding indicates that the stronger the values, norms, and practices of organizational culture implemented, the higher the job satisfaction level of integrated service employees in Tangerang Regency. A conducive organizational culture can create a sense of belonging, psychological comfort, and perceptions of fairness at work, which ultimately increases employee satisfaction. Descriptively, respondents' answers indicate that most employees rated organizational values, teamwork, clarity of rules, and involvement in decision-making as being quite good. This condition reflects a conducive work environment that supports employee psychological comfort in carrying out their duties, thus directly impacting job satisfaction. This finding aligns with Denison's Organizational Culture theory, particularly regarding the dimensions of involvement and consistency. Denison stated that employee involvement in the organization and consistency of values and work systems will increase a sense of belonging, fairness, and job security, ultimately increasing job satisfaction. When employees feel valued and work within a clear system, job satisfaction naturally develops. The results of this study align with the findings of Astria (2022), Subhan and Yusuf (2020), and Sandika et al. (2025), who stated that a positive organizational culture plays a crucial role in shaping job satisfaction among public sector employees. Furthermore, Bhastary (2020) emphasized that a work environment aligned with individual values reduces work stress and increases satisfaction. Thus, organizational culture is a crucial foundation for improving the psychological well-being of public service employees.

The Influence of Organizational Culture on Employee Performance

The analysis results show that organizational culture has a positive and significant effect on employee performance, with an original sample value of 0.611, a t-statistic of 10.763, and a p-value of 0.000. The relatively large coefficient indicates that organizational culture plays a strategic role in improving employee performance, including aspects of quality, quantity, punctuality, and work commitment. A strong organizational culture can direct employee work behavior to align with organizational goals. Based on respondents' answers, organizational culture is reflected in work discipline, commitment to targets, cooperation among employees, and adherence to organizational values and rules. This encourages employees to work more effectively, responsibly, and be results-oriented, resulting in a significant increase in employee performance. From Denison's theoretical perspective, this finding is closely related to the mission and adaptability dimensions. A clear vision, mission, and organizational goals (mission) provide employees with a clear direction for their work, while adaptability enables employees to adjust to job demands and changes in the work environment. The combination of these two dimensions makes organizational culture a key driver of performance. These findings support the research of Putra and Wildan (2023), Moeljahwati et al. (2020), and Sari et al. (2024), which states that organizational culture is a primary determinant of employee performance, particularly in public sector organizations. Furthermore, Akbar and Hermiati (2023) emphasized that a well-internalized organizational culture encourages employees to work with greater discipline, productivity, and responsibility. Therefore, strengthening organizational culture is a crucial strategy for improving the performance of integrated service providers.

The Influence of Job Satisfaction on Employee Performance

The test results show that job satisfaction has a positive and significant effect on employee performance, with an original sample value of 0.378, a t-statistic of 5.643, and a p-value of 0.000. This indicates that employees who are satisfied with their jobs, wages, promotions, supervision, and work relationships tend to demonstrate more optimal performance. Job satisfaction fosters intrinsic motivation, loyalty, and a willingness to deliver their best performance. Descriptively, respondents stated that satisfaction with their jobs, work environment, relationships with superiors and coworkers, and the reward system was quite good. This satisfaction encourages employees to be more disciplined, responsible, and take initiative in completing tasks, which is reflected in improved performance. This finding aligns with Denison's view that a healthy organizational culture will foster positive employee psychological well-being, one of which is through job satisfaction, which in turn impacts performance. Job satisfaction acts as an internal mechanism that bridges organizational values with employee work behavior. These results are consistent with research by Fidieyanthi and Abdurahman (2025), Kartikasari (2020), and Widyanarko and Sukesu (2020), which found that job satisfaction plays a significant role in improving employee performance. Furthermore, Setiawan and Sawitri (2019) stated that job satisfaction is a crucial psychological factor that bridges the gap between organizational conditions and employee performance behavior. Therefore, increasing job satisfaction is a crucial prerequisite for improving the performance of public service personnel.

The Influence of Organizational Culture on Employee Performance through Job Satisfaction

The results of the indirect effect test indicate that Organizational Culture has a positive and significant effect on Employee Performance through Job Satisfaction, with an original sample value of 0.153, a t-statistic of 3.762, and a p-value of 0.000. This finding demonstrates that job satisfaction acts as a significant mediating variable, explaining the mechanism by which organizational culture translates into employee performance. Empirically, a strong organizational culture creates a comfortable, fair, and supportive work environment, thereby increasing employee job satisfaction. This job satisfaction, in turn, encourages employees to demonstrate optimal performance. This is reflected in respondents' responses, who considered work culture and job satisfaction to be important factors in increasing work enthusiasm and productivity. This finding reinforces Denison's model, which asserts that organizational culture serves as a primary foundation in shaping employee work attitudes and behaviors through internal psychological mechanisms, including job satisfaction. In other words, job satisfaction acts as a transmission channel between organizational cultural values and employee performance. These results support research by Akbar and Hermiati (2023), Alvani (2024), Bolung (2025), and Shokib et al. (2025) who emphasized that job satisfaction is an important mediator in the relationship between organizational culture and performance. A positive organizational culture first increases job satisfaction, which then drives continuous improvement in employee performance. Thus, the results of this study provide a conceptual contribution that job satisfaction is not merely an outcome, but also a strategic mechanism for strengthening the performance of integrated service employees at the sub-district level.

6. Conclusion and Implications

The findings of this study indicate that organizational culture has a positive and significant effect on both job satisfaction and employee performance among integrated service employees across subdistricts in Tangerang Regency. A strong and consistently implemented organizational culture, reflected in shared values, work norms, and managerial practices, enhances employees' job satisfaction and functions as a guiding mechanism that encourages disciplined, responsible, and goal-oriented work behavior, leading to optimal performance. Furthermore, job satisfaction has a positive and significant effect on employee performance, suggesting that the fulfillment of employees' expectations regarding their jobs, compensation, and work environment stimulates intrinsic motivation that improves the quality, quantity, and effectiveness of work outcomes. Importantly, job satisfaction is proven to mediate the relationship between organizational culture and employee performance, confirming that a healthy organizational culture fosters a satisfying work environment, which in turn becomes a key driver of sustainable and superior public service performance.

The practical implications of this study suggest that strengthening organizational culture should focus on encouraging employees' initiative, as this indicator recorded the lowest mean score, by providing greater opportunities for creative input and limited autonomous decision-making. Improving job satisfaction should prioritize enhancing teamwork, which showed the lowest score, through a more collaborative work climate supported by team-building activities and stronger interdepartmental coordination, given its mediating role between organizational culture and performance. Employee performance optimization should be directed toward improving accuracy and timeliness in service delivery through regular technical guidance, effective monitoring systems, and continuous managerial evaluation to ensure that job satisfaction is translated into tangible productivity. Finally, future research is recommended to incorporate additional independent variables such as compensation, leadership style, job stress, or the physical work environment to better explain job satisfaction, considering the relatively low R-square value observed in this study.

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