SOCIAL PRISM

Volume 3(7), 2026, 213-237
Online ISSN: 3006-8886
Print ISSN: 3006-8878

Organizational Culture as a Driver of Employee Performance: The Mediating Effects of Job Satisfaction and Motivation

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Abstract

This article examines the effect of organizational culture on worker performance through worker motivation and job satisfaction. The research used a quantitative approach with a cross-sectional strategy. Primary data were collected from 291 employees across various organizations using a structured questionnaire. Each construct was measured with a five-point Likert scale, and the measurement scales were adapted from previous reliable studies. The data analysis employed Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The measurement model's reliability, convergent validity, and discriminant validity confirmed its effectiveness. The structural model's effectiveness was supported by path coefficients, the coefficient of determination (R^2), predictive relevance (Q^2), and the bootstrapping method for hypothesis testing and mediation. The results show that organizational culture significantly affects employee performance. They also indicate that culture of an organisation has a major influence on satisfaction of job and motivation an employee. Job satisfaction directly impacts employee performance, while motivation enhances employee performance. Additionally, the mediation analysis suggests that the relationship between organizational culture and employee performance is indirect, mediated by job satisfaction and motivation. This implies that both job satisfaction and motivation play a role in how organizational culture affects employee performance. The study concludes that promoting a positive organizational culture is crucial for improving employee satisfaction, positivity, and overall performance. The findings offer insights for managers and policymakers looking to boost organizational efficiency and contribute to the existing literature on organizational behavior and human resource management. Future research is recommended to test and expand these results, exploring relationships with other mediating and moderating variables and employing longitudinal study designs in different industrial and geographic contexts.

Keywords: Organizational Culture, Job Performance, Motivation, Employee Performance, PLS-SEM, Mediation Analysis.

Introduction

Background of the Study

With the competitive market of today, companies are more focused on improving their employees than ever before, as a way to ensure long-term success and sustainability. Employee performance is a vital component of organisational effectiveness which has a direct impact on

Received 29 July 2026; Revised 26 August 2026; Accepted 04 September 2026; Published (online) 10 September 2026
Attribution 4.0 International (CC BY 4.0)
Corresponding Author Email: naheed.anwer22@gmail.com
DOI: https://doi.org/10.69671/socialprism.3.7.2026.236

Online ISSN: 3006-8886
Print ISSN: 3006-8878

productivity and goal attainment (Robbins & Judge, 2017). There are various influences on employee performance, including the organisational culture.

Organisation culture is defined by a group of shared values, which are established norms, or beliefs regarding what is appropriate in an organisation that govern the activities of organizational members (Schein, 2010). Enterprise culture needs to be scientifically rich in order to maintain employee's motivation and good relationship.They are committed to work, belong to the organization, and share the organizational mission positively, which has a positive effect on employees' performance. Kotter and Heskett (1992) found that, when people have a structured and supportive working environment, they are more likely to be engaged and productive in their work.

Furthermore, employees' performance is also directly and indirectly affected by organisational culture via psychological mechanisms such as employee motivation and satisfaction. Job satisfaction, or how satisfied a workers is with his or her job, is an important determinant of productivity and other aspects of a worker's job performance (Locke, 1976). Likewise, motivation refers to the internal or external factors which drive individuals to undertake activities to achieve their professional goals (Herzberg, 1959; Maslow, 1943).

Prior research has shown that organisational culture has a major impact on motivation and job satisfaction, both of which have an impact on worker performance. For instance, employee performance could be positively influenced by organisational culture implemented by work satisfaction, as found by Pratama et al. (2021). Putra et al. (2020) also came to the conclusion that employee performance and organisational culture are mediated by motivation. These results emphasise how crucial it is to take into account both direct and indirect effects when evaluating employee performance.

Despite the increasing understanding of organisational culture as a vital piece in the puzzle of assuring high performance of employees, many organisations are not achieving optimum performance levels. The main difficulty is that the cultural dimension, which is key to motivate employee behaviour, often gets neglected in companies in favour of monetary and technical aspects (Schein 2010). Former studies have demonstrated a link among organisational philosophy and servants' productivity yet not many educations have motivated on the interaction linking employee satisfaction and operative motivation in regulating this link. Most studies examined these mediators individually and revealed little understanding of their mechanisms (Pratama et al., 2021). In addition there is a gap in research on empirical testing in developing countries such as Pakistan, as they might have different organisational cultures than those countries where the research was conducted.

Objective of the study

- To explore the impression of organisational culture on employee's accomplishment
- To examine how job satisfaction is impacted by organisational culture
- To evaluate the influence organisational culture has on motivation
- To ascertain how employee performance is impacted by work satisfaction
- To search the relationship of member performance to incentive
- To explore the facilitating role of motivation and job contentment in this study

Online ISSN: 3006-8886
Print ISSN: 3006-8878

Literature Review

Organizational Culture

Organisational civilization (Schein, 2010) is a set of common worth, principles, customs and behaviours that affect the way people act in an organization. It influences the attitude workers have towards themselves and their peers, as well as their handling of challenges they may encounter and the way they solve these problems. A good organisational culture is important to ensure that employees can see and feel their commitment to and belongingness within the organisation, as well as supporting them to be aligned with organisational vision. Denison (1990) has claimed that culture within the organisation can significantly affect the behaviour and performance of the staff, which will then impact the organisational's effectiveness. In the same way, Hofstede (2001) pointed out that the cultural values an organization encourages will have an impact on the working conduct and behaviors of the workers in different working contexts. A positive company culture that fosters collaboration, innovation, and engagement ultimately boosts productivity outcomes. Earlier studies have successfully supported that there is a strong connection employee performance and organizational culture. For instance, Kotter and Heskett (1992) claimed that companies that had strong and flexible cultures were more successful than others that had weak ones.

Satisfaction of the Job

It indicates workers' perceptions of their work, their work environment, and company practices. Improved organisational commitment, lower turnover, and higher production are all linked to high work satisfaction. A positive workplace environment can significantly contribute to employee satisfaction. Raised satisfaction levels are caused by an inclusive and supportive workplace culture which contributes to a greater sense of value and belonging amongst employees (Schein, 2010). Further, it was found that employees working in good organizational environments generally demonstrate higher job satisfaction (Robbins and Judge 2017). Empirical studies have shown that there is a relationship between employee performance and job satisfaction. Pratama et al. (2021), for example, found that in studying the relationship between member performance and organisational culture, one intervening variable found was work satisfaction. This indicates positive results are more likely to be the result of satisfied employees who will contribute to the goals of the company.

Motivation

Motivation (Herzberg, 1959) is the internal and external determinants that initiate, direct and sustain the response of people in order to achieve organizational goal. It is a key part that can influence both the willingness and commitment of their employees. A motivated worker is devoted worker, engaged worker and productive worker. Maslow's hierarchy of needs theory (1943) is an explanation of the human motives from the highest level of need – self-actualization – to the basic physiological needs. Similarly, Herzberg's 2 factor theory distinguishes between a motivator and a hygienic factor which can affect the worker's performance and satisfaction. Organisational culture plays a very significant and deep impact on the employee's motivation. A positive culture at work which appreciates team member contribution and provides opportunities to progress can significantly boost motivation (Kotter & Heskett, 1992). performance.

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Employee Performance

Employee performance is the breadth interpreted as workers' capacity to satisfy their responsibilities and back organisational targets (Robbins & Judge, 2017). This includes task performance and contextual performance (i.e., working cooperatively, communicating, and being a good corporate citizen). Motivation, Job Satisfaction, Organisational Culture are some of the considerations that influence employee accomplishment. A strong organisation culture (Denison, 1990) means that employees will be better through it if they have some direction and set of expectations. Motivated and satisfied employees, similarly, live to perform at higher level.

Theoretical Framework

This study provides detailed explanation on the connection between organisational culture and operative performances as well as the intervening variables of influence which includes employee motive and job taste. These variables are explained using the well known organisational and motivational theories. Theories used to support this study are the Maslow's Hierarchy of Needs Theory, Herzberg's Two-Factor Theory, and Scheme's Organisational Culture Theory. These theories offer a solid basis for comprehending how employee attitudes, motivation, contentment, and general performance are influenced by organisational culture. Organisational Culture Theory by Schein describes and defines the organisational culture as a rigid of shared assumptions, beliefs, values and conventions that guide organizational members' conduct (Schein, 2010). Schein states that there is a range of organisational culture levels, including presumed, underlying values and artefacts that collectively shape the thinking and behaviour of workers in the organisation. A positive company culture creates a productive environment where employees dedicate themselves to the company, collaborate as a team, and work together. A greater cultural value contributes to higher chances that workers will match the goals of the company and do their job better (Schein 2010). This theory has been very relevant to the current study as it explains the direct and indirect impact of organisational culture on employees' performance, which in turn is linked to their attitudes, such as motivation and job satisfaction.

Further, an optimistic organizational civilization also positively impacts employee engagement, team working, communication and trust, which are all linked with positive organisational outcomes (Schein, 2010). This may be supported by research conducted earlier on how organizational culture can greatly influence the behavior and output of workers (Denison 1990; Kotter & Heskett 1992). Hence, the theory underlying the analysis of the study in this research is taken from Schein's organisational culture and its effect on workers' performance. Moreover, Herzberg's Two-Factor Theory explains how motivation affects performance within an organization and the employees' happiness on their jobs. Herzberg (1959) have identified the two types of workplace variables, namely, motivators and hygienic consideration variables. For instance, hygiene variables, such as salary, working environment, supervision and organisational rules, help to reduce dissatisfaction which does not necessarily increase motivation. Motivation factors that directly increase the employee satisfaction and motivation include achievement, acknowledgement, accountability, and opportunities for professional development (Herzberg, 1959). Since organisational culture can impact motivators and hygienic factors, it is relevant. A positive company culture fosters recognition, engagement, fair treatment, and opportunities for growth, boosts employee motivation and satisfaction, and fosters growth. When employees are

Online ISSN: 3006-8886
Print ISSN: 3006-8878

motivated and content, they are more likely to collaborate with the company to achieve success, both in their own jobs and for the business as a whole (Robbins & Judge, 2017). Thus, contentment of work and inspiration play mediating roles in the connection between organisational culture and employee productivity, according to Herzberg's theory. Furthermore, following Maslow's Hierarchy of wants Theory, man can strive to fulfill their many needs; first his physiological needs, then his needs for security, affiliation, self-esteem and self actualization (Maslow, 1943). If employees' needs in their workplace are met, according to Maslow, they will be devoted and motivated.

Positive organisational cultures encourage team working, support, appreciation and opportunity for personal development, which help employees cater for their social and esteem needs. When workers feel appreciated and respected, they will have favorable attitudes toward their work and higher-performance levels (Maslow, 1943). The notion that employee motivation serves as a crucial mechanism via which organisational culture affects employee performance is further supported by this hypothesis.

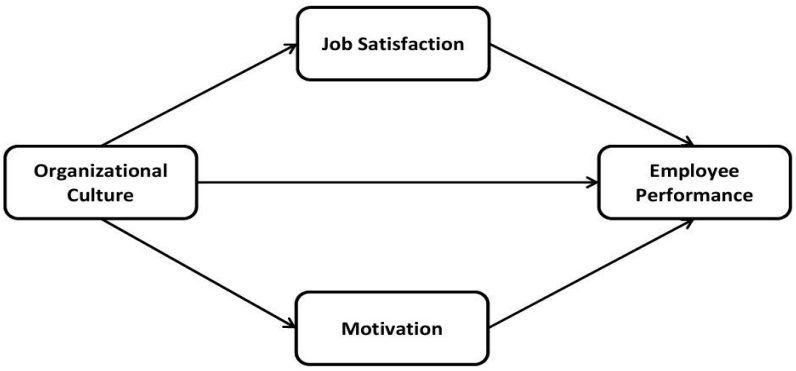

Figure 1 Conceptual Framework

Hypothesis Development

Connection Between OC and EP

Organisation culture acting a vital part in shaping employee attitudes, behaviours and performance. Strong corporate cultures foster a positive work station where staff participants feel valued, encouraged, and in line with company objectives (Schein, 2010). This culture stimulates actions of collaboration, communication, trust and employee engagement; all of which have a pointed effect on increasing performing effects.

Documenting the link between cultural competencies and enhanced worker productivity and organisational effectiveness, Denison (1990) claims that companies that are successful at developing and maintaining their culture are more successful than those that are not. Similarly, Kotter and Heskett (1992) argued that companies that had strong, adaptable cultures are more successful than those that failed to have strong cultures, since company employees in the former group are more motivated and committed to achieve company objectives.

H1: Organizational culture has a significant positive impact on employee performance.

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Connection Between OC and JS

Job satisfaction refers to an individual's positive feelings about his or her job and workplace (Locke, 1976). Organisational culture is influential on employee satisfaction because the employees' experiences in the organisation are influenced by their beliefs, communication, leadership and organisational practices in the workplace. A positive firm culture, that encompasses fairness, support, recognition, and participation of employees, results in an enhanced satisfaction of employees (Schein, 2010). Individual workers will be more likely to have positive attitudes toward their work, the business and each other when they feel valued and respected within the company. Robbins and Judge (2017) posit two examples of how organisational culture influences workers' attitudes—positive interpersonal relationships and a healthy work atmosphere.

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

Connection Between OC and Motivation

The psychological factors are one of the primary elements which drive the workers to achieve the purposes of the organisation and work efficiently. Organisational culture positively impacts employee motivation by developing a workplace that encourages participation, recognition, partnership and opportunity for career growth (Herzberg, 1959). Careers becomes motivating because Maslow's Hierarchy of needs theory states that the needs of self-actualisation, esteem, social interaction are met (Maslow, 1943). A healthy corporate culture will help fulfil these needs by promoting co-operation, gratitude, trust and opportunities for staff development. Herzberg expanded on this to say that accountability, achievement and recognition are significant motivators that enhance worker well being and productivity (1959). Positive and empowering company cultures provide incentives which increase employees' motivation to effectively make a contribution to the success of the company. Empirical research also suggests a connection between these two. As cited by Putra et al. (2020), organisational culture is a significant factor in improving worker motivation, thereby increasing the worker's productivity.

H3: Organizational culture has a pointed positive effect on motivation.

Connection Between JS and EP

An employee's job satisfaction has been recognized as a significant predictor of his/her success, as the level of satisfaction appears to be a determinant of the employee's commitment, effectiveness and engagement. Satisfied employees tend to work hard and to have positive attitudes toward their organisation (Locke, 1976). Robbins and Judge (2017) conclude that happy employees are more likely to feel a sense of commitment, fewer are taking time off for vacations, and increased morale results in better performance outcomes. Happy employees provide valuable positive feedback and are more motivated to strive for company objectives.

H4: Job pleasure has a significant plus impact on employee execution.

Connection Between Motivation and EP

Because motivated workers are more inclined to put forth effort in order to accomplish organisational goals, motivation is a crucial factor in determining employee performance.

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Print ISSN: 3006-8878

Motivation improves Employee commitment, efficiency, creativity, and productivity (Herzberg, 1959). Maslow (1943) described that people who are motivated are more expected to do good work when their emotional and personal demands are satisfied. Laborers are more liable to become involved and productive when they get opportunities for growth, assistance, and recognition. Previous studies have indicated that there is a positive relationship between employee performance and employee motivation. Putra et al. (2020) stated that a motivated worker will have high productivity performance at work and will have a high contribution for success in the company.

H5: Motivation has a significant positive blow on employee performance.

Mediating Role of Job Satisfaction

Prior to job satisfaction, there is the concept of organisational culture which affects the employees performance. A positive corporate culture increases employee happiness by creating positive working environments, equal treatment, employee engagement and the opportunity for employees to feel good about their job due to being recognized (Schein, 2010). Workers that are highly satisfied with their jobs are more likely to show dedication, drive, and better performance (Locke, 1976). So, any indirect effect of organisation's culture on employees' performance is through its influence on employees' happiness. Earlier empirical studies confirm mediation role of Job satisfaction. The intermediation effect of work satisfaction is one of the most significant in understanding the relationship between organisational culture and the performance of employees, as stated by Pratama et al. (2021).

H6: JS mediates the association between OC and EP.

Mediating Role of Motivation

Furthermore, a moderating effect between employee performance and organisational culture is the role of motivation. A positive work culture that fosters a sense of belonging and supports worker psychology also boosts employee motivation, leading to enhanced performance (Herzberg, 1959). Enthusiastic, committed, dedicated workers are more likely to be motivated. Therefore, the motivation of employees, the culture of the organisation in turn affects the performance of employees indirectly. Previous studies have confirmed the moderating role of motivation. Putra et al. (2020) state that the main mediating factors in employee performance and organizational culture are motivation.

H7: Motivation (M) mediates the association between OC and EP.

Research Methodology

Research Design

This study is a positivist investigation with a philosophical basis. Saunders et al. (2019) state that positivism is the belief that reality is measurable and objective. The paradigm is often used in the study of organisations and management because it makes it easy to analyse objectively, to use hypothesis testing and to generalise research results. The positivist approach is suitable for the present study as it allows the researcher to apply statistical techniques to explore the mediating

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Print ISSN: 3006-8878

variables of motivation and work satisfaction and the cause and effect relationships between organisational culture and employee performance.

Questionnaire Design

The questions used in this study were developed using a self-administered questionnaire designed with a structured instrument following previously validated measurement scales, to ensure reliability and content validity of the questions. All the study characteristics, such as OC, JS, M and EP were assessed using multi-item Likert scales that ranged from 1 = strongly disagree to 5 = strongly agree. The questionnaire's items were adapted from existing and previously approved articles from academic literature to ensure theoretical consistency and the relevance of the questions in the context of the research. The items on job satisfaction were taken from Locke (1976) and the organisational culture from Schein (2010) and Denison (1990). The measures of employee's performance were adapted from Robbins and Judge (2017) and previous studies in organisational behaviour, while the items of motivation were adapted from Herzberg's Two-Factor Theory (1959). To guarantee clarity and appropriateness in the context of the current study, several items' phrasing was slightly altered. A pilot study was conducted before using the final data collection method to check the overall efficacy, clarity, phrasing and reliability of the questionnaire. The pilot testing also helped identify unclear statements, and to ensure the respondents understood the questions being asked, as well as to ensure that it was possible for them to fill in the items in the questionnaire accurately. This phase enhanced the quality of the data collected and daily evaluation of the validity and reliability of the research instrument.

Table 01 Sources of Questionnaire Items

Constructs	Code	No. of Items	Scholars Citation
Organizational Culture,	OC	6	Schein, E. H. (2010) & Denison, D. R. (1990)
Job Performance	JS	5	Locke, E. A. (1976) & Robbins, S. P., & Judge, T. A. (2017)
Motivation	M	9	Herzberg, F. (1959) & Maslow, A. H. (1943)
Employee Performance	EP	9	Robbins, S. P., & Judge, T. A. (2017) & Pratama, A. et al. (2021)

Population

The population of this investigate are employees from companies where organisational culture has a significant influence towards employee performance and their behaviour's in the workplace. The respondents are employees who have relevant knowledge and experience in the organisation in various departments, including staff, managers, and supervisors and different levels in the organisation who are knowledgeable of organisational civilization, job fulfillment, motivation, and performance of employee outcomes in their organisations.

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Sample Size

The study adopts purposive (judgemental) sampling technique to select and secure informational bias respondents who have knowledge and expertise on the topic: organisational culture, job gratification, inspiration and operative performance within their organisations. The use of non-probability sampling in this examine is said to be appropriate because the respondents are workers who have known the workplace procedures, cultural values and activities related to employee performance. The number of valid responses from this study as a sample size is 210 responses, which is considered good for the analysis of Partial Least Squares Structural Equation Modeling (PLS-SEM). PLS-SEM methodological guidelines stipulate an adequate sample size starting from the "10-times rule," which means that the number of samples must be at least 10 times the maximum number of structural paths for each construct in the model (Hair et al., 2022). Furthermore, recent research also suggests that more than 150 observations would be enough for a study to be statistically powerful and result in stable and generalizable findings in structural modelling (Sarstedt et al., 2022; Kline, 2016). The sample size selected would therefore provide adequate coverage of the recommended reliability and validity testing measure and hypothesis evaluation for the purposes of the proposed model with both direct and indirect relationships being generated (Creswell & Creswell, 2018).

Data Analysis

Preliminary Data Analysis

To ensure the quality and suitability of the data set, preliminary data analysis was carried out using IBM SPSS Statistics before entering the data set into the structural modelling. The raw data were then minutely studied for consistency, outlier and missing values, along with coding and data cleansing methods to ensure better accuracy. Mean, standard deviation, frequency, and percentage distributions in descriptive statistics was performed to gain insight into the respondents' demographic compositions and overall trends of responses. Further, normality was determined using skewness and kurtosis values and reliability analysis was conducted by Cronbach's alpha coefficient to determine the measurement scales' internal consistency. They are among some of the key steps taken in quantitative research to ensure the data set is a valid data set and subsequently before conducting any further analysis like SEM in statistical analysis using SPSS (Pallant, 2020; Field, 2018; Hair, 2022).

Modeling (PLS-S.E.M)

PLS-SEM software was used for study, which analyzed association between the OC, JS, M and EP. PLS-SEM is definitely the perfect choice for this research because it enables the simultaneous estimation of a complex model that comprises several constructs, mediation and moderation effects, and has a small sample size as well as non-normal data distribution (Hair et al., 2022; Sarstedt et al., 2022). Data analysis was performed in two steps: the first step focused on the test of the reliability (Cronbach's alpha), convergent validity (AVE) and discriminant validity (HTMT, Fornell-Larcker criterion) followed by the second step, which involved testing the hypothesized relationships in the structural model by examining the path coefficient, t-statistic, p-value, and R-squared. Since this concept model is of proposal nature, bootstrapping procedures were employed to validate the significance of direct, indirect and moderating effects

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and to ensure robust and valid estimation of the proposed conceptual model (Henseler et al., 2015; Hair et al., 2022).

Data Analysis and Results

Profile of Demographic

Table 2 Demographic Profile of Respondents

Variable	Category	Freq (N)	Age (%)
Gender	Male	158	54.28
	Female	133	45.72
Age	19–26 years	68	23.33
	27–31 years	72	24.76
	32–36 years	91	31.43
	37 years and above	60	20.48
Education Level	BS Degree	141	48.57
	Master's Degree	108	37.15
	MPhil	42	14.28
Work Experience	0–5 years	164	56.19
	6–10 years	72	24.76
	11–15 years	26	9.05
	16 years and above	29	10.00
Total		**291**	**100.**

The demographic characteristics of the respondents provide a good indication that the sample is appropriate, and is diverse enough to allow for the study of the effect of organisational culture on worker performance. The gender distribution appears to be reasonably even and the proportion of respondents who were male is 54.28% while those who were females are 45.72% from Table X. In terms of age, the majority of respondents were between the ages of 31 and 35 (31.43%), followed by those between the ages of 26 and 30 (24.76%), 18 to 25 (23.33%), and 36 and older (20.48%). These findings suggest the study was conducted with practitioners who had a level of fit and had a good baseline of organisational experience, typically during early to mid career.

Descriptive Statistics

Table 3Descriptive Statistics

Variable	Item	Mean	Median	SD	Min	Max
Organizational Culture	OC1	3.486	4.00	0.999	1.0	5.0
	OC2	3.393	3.00	1.000	1.0	5.0
	OC3	3.300	3.00	1.092	1.0	5.0
	OC4	3.400	3.00	1.042	1.0	5.0
	OC5	3.541	4.00	1.015	1.0	5.0
	OC6	3.445	4.00	1.122	1.0	5.0
Job Performance	JS1	3.897	4.00	0.874	1.0	5.0
	JS2	3.841	4.00	0.866	1.0	5.0
	JS3	3.810	4.00	0.989	1.0	5.0

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	JS4	3.559	4.00	1.028	1.0	5.0
	JS5	3.697	4.00	0.962	1.0	5.0
Motivation	M1	3.666	4.00	1.073	1.0	5.0
	M2	3.734	4.00	0.909	1.0	5.0
	M3	3.755	4.00	0.994	1.0	5.0
	M4	3.779	4.00	0.945	1.0	5.0
	M5	3.779	4.00	0.995	1.0	5.0
	M6	3.659	4.00	1.017	1.0	5.0
	M7	3.659	4.00	1.064	1.0	5.0
	M8	3.517	4.00	1.066	1.0	5.0
	M9	3.566	4.00	1.130	1.0	5.0
Employee Performance	EP1	3.679	4.00	0.972	1.0	5.0
	EP2	3.669	4.00	0.953	1.0	5.0
	EP3	3.717	4.00	0.874	1.0	5.0
	EP4	3.679	4.00	0.972	1.0	5.0
	EP5	3.693	4.00	0.966	1.0	5.0
	EP6	3.803	4.00	0.941	1.0	5.0
	EP7	3.728	4.00	0.910	1.0	5.0
	EP8	3.669	4.00	0.953	1.0	5.0
	EP9	3.690	4.00	0.960	1.0	5.0

As shown in Table 3, all the items in the measurement have a generally positive perception in the range between the lowest mean value of 3,300 and highest mean value of 3,897 among the respondents based on the mean values. The median values are consistently 4.00 with a few having a median value of 3.00, which mean majority of the respondents agree to the statements. The range of the SD values is moderate (0.866-1.130), indicating a moderate level of variation and good response dispersion. Further, the range of Likert scale (1.0 to 5.0) confirms the full range of the scale was being used. These results overall show that the data are well dispersed and appropriate for statistical analysis.

Measurement Model Assessment

Indicator Reliability

Table 4 Outer Loadings

	EP	JS	M	OC
EP1	0.794			
EP2	0.789			
EP3	0.712			
EP4	0.794			
EP5	0.700			
EP6	0.701			
EP7	0.704			
EP8	0.789			
EP9	0.732			

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JS1	0.705		
JS2	0.815		
JS3	0.777		
JS4	0.759		
JS5	0.807		
M1		0.751	
M2		0.714	
M3		0.730	
M4		0.715	
M5		0.712	
M6		0.705	
M7		0.702	
M8		0.707	
M9		0.730	
OC1			0.774
OC2			0.857
OC3			0.830
OC4			0.750
OC5			0.738
OC6			0.711

Indicator reliability was calculated by examining the outer loadings of the measurements that are related to the respective latent construct. Structural equation modeling, particularly in the Circumstances of PLS-SEM, provides information on the degree of external validity of the observed variables that measure their construct. As a general rule, values of 0.70 onwards are considered good as this means the construct is responsible for 50% of the indicator's variance or more. The results of the measurement model indicated that all constructions were obtained with satisfactory indicator reliability.

Internal Consistency Reliability

Table 5 Internal Consistency Reliability

	Cronbach's alpha	**Composite reliability (rho_a)**	**Composite reliability (rho_c)**	**Average variance extracted (AVE)**
EP	0.900	0.901	0.918	0.556
JS	0.832	0.841	0.881	0.598
M	0.883	0.886	0.906	0.516
OC	0.869	0.870	0.902	0.606

Cronbach's Alpha values for all constructs fall between 0.832-0.900, values greater than the suggested minimum of 0.70, and represent good levels of internal consistency between the indicators for the constructs. In particular, EP recorded values of 0.900, M 0.883, OC 0.869 and

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Print ISSN: 3006-8878

JS 0.832. These show the strongest internal consistency, implying the measuring items of EP are reliable and highly correlated.

Furthermore, Composite dependability values, which are combination of 'rho_a' and 'rho_c', offer a more reliable estimate of dependability. The results indicated that the Composite Reliability values for all constructions exceeded the recommended value of 0.70. The range of rho_a and rho_c values is 0.841 to 0.901 and 0.881 to 0.918, respectively. Similar to the previous findings, the data under this study indicated that these constructs showed good internal reliability with EP being the highest (rho_a = 0.901; rho_c = 0.918) followed by M, OC, and JS. That means that the indicators are the same throughout for each hidden variable.

The Average Variance Extracted (AVE) was used to evaluate convergent validity in addition to dependability. The AVE values of all constructions exceed the minimum criterion of 0.50 revealing that over 50% of the indicated variance in each case, is explained by the associated construct. In particular, the reported AVE values are 0.556 for EP, 0.598 for JS, 0.516 for M and 0.606 for OC. The highest AVE is obtained in case of the construct OCV, which means that this construct is more convergent and has a high level of validity. The results of the overall reliability determination and the convergent validity of all the constructs do not indicate any lack of reliability. For that reason, the measurement model is acceptable and reliable and can be used for further analysis of the structural model.

Validity of Discriminant

Table 6 Discriminant Validity

	EP	JS	M	OC
EP				
JS	0.663			
M	0.647	0.622		
OC	0.752	0.611	0.622	

The HTMT results showed the soundness of discriminant validity for the measurement model overall. All constructs have enough conceptual differences among them, allowing each latent variable in the study to lead to a different concept. Thus, the measurement model adhering with the demands of discriminant validity enables further evaluation of the structural model.

Fornell-Larcker Criterion

Table 7 Fornell-Larcker Criterion

FL criterion				
	EP	**JS**	**M**	**OC**
EP	0.746			
JS	0.580	0.773		
M	0.586	0.532	0.718	
OC	0.677	0.533	0.553	0.779

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To examine the discriminant validity further, the average variance extracted (AVE) for each construct was compared to its correlations with other constructs using the Fornell-Larcker criterion. According to criterion, whenever the square root of the AVE is greater than the maximum correlation with any other construct in the matrix, the criterion will be met when the variance of any construct is more related to its own indicators than to the other constructs.

This requirement is met for all constructs with the findings presented in Table 6. The values represented by the diagonals correspond to the square root of AVE, which should be greater than the inter-construct correlations (row and column values) for these constructs. In particular, EPs square root of AVE is 0.746, higher than its associations with JS (0.580), M (0.586) and OC (0.677). Comparably, JS's square root of AVE is 0.773, which is higher than its associations with M (0.532) EP (0.580) and OC (0.533). Also, the square root of the construct M is 0.718 which is significantly higher than the correlations with OC (0.0.553), EP (0.586) and JS (0.532). Finally, OC shows a square root of AVE of (0.779), which is higher than its correlations with EP (0.677), JS (0.533) and M (0.553). Overall, the results indicate that all of the assemble meet the Fornell-Larcker criterion, thus supporting the discriminant validity criteria. This illustrates that each assemble represents a different dimension of the conceptual model, and also experimentally unique. Therefore the measurement model is considered as valid and appropriate to be further explored with the structural approach.

Cross Loadings

Table 7 Cross Loadings

	EP	JS	M	OC
EP1	0.794	0.381	0.387	0.475
EP2	0.789	0.426	0.500	0.581
EP3	0.712	0.447	0.435	0.502
EP4	0.794	0.381	0.387	0.475
EP5	0.700	0.415	0.406	0.438
EP6	0.690	0.477	0.425	0.499
EP7	0.704	0.419	0.423	0.477
EP8	0.789	0.426	0.500	0.581
EP9	0.732	0.505	0.444	0.485
JS1	0.416	0.705	0.358	0.388
JS2	0.516	0.815	0.405	0.521
JS3	0.419	0.777	0.441	0.342
JS4	0.408	0.759	0.468	0.374
JS5	0.465	0.807	0.396	0.406
M1	0.420	0.435	0.751	0.487
M2	0.390	0.533	0.714	0.399
M3	0.461	0.470	0.730	0.361
M4	0.409	0.329	0.715	0.398
M5	0.395	0.337	0.712	0.328
M6	0.336	0.323	0.705	0.361

M7	0.369	0.334	0.702	0.357
M8	0.456	0.289	0.707	0.399
M9	0.517	0.376	0.730	0.453
OC1	0.421	0.335	0.399	0.774
OC2	0.554	0.447	0.409	0.857
OC3	0.489	0.439	0.384	0.830
OC4	0.506	0.348	0.458	0.750
OC5	0.558	0.417	0.465	0.738
OC6	0.593	0.473	0.448	0.711

The cross loadings table is used to evaluate the discriminant validity of the measurement model by seeing whether each indicator correlates more with the construct of which it is a part than with the other construct(s). It is best to have it loaded on its intended construct with a large contrast between it and all other constructs as suggested (Hair , 2019). The results showed that the loading values for each indicator that belong to the construct EP (Employee Performance) is in the high range of 0.700 to 0.794 of each construct. These have an empirical distinction and a defined measurement as they regularly load higher compared to other measure loadings in the ASC construct, for example JE, M and OC.

PLS-SEM

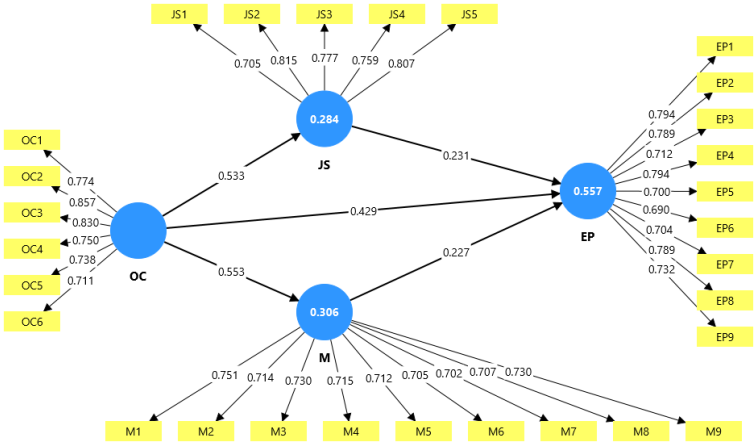

Figure 2 PLS SEM

In order to investigate the proposed connections between Organizational Culture (OC), Job Satisfaction (JS), Motivation (M) and Employee Performance (EP), the structural model was evaluated. When the organizational-human resource context is provided by Organizational, the model examines the direct influence of organisational culture on the level of employee performance and the indirect influence on the level of employees' motivation and job satisfaction. From the test of the structural model, the values obtained are β = 0.533 which is positive, so it is known that the structural model that is formed has a positive influence on job satisfaction. A positive corporate environment where anyone has a voice, is willing to work together and is trusted will more readily lead to an increase in employee satisfaction. With a path coefficient of β = 0.553, organizational culture also shows a positive link with motivation. This

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may indicate that people are more motivated to perform their job effectively in a pleasant working environment. Positive culture in the works creates dedication, recognizes and involves workers, which brings up motivation. With a path coefficient of β = 0.231, the model also shows that job satisfaction has a beneficial impact on employee performance. As a result, this discovery implies that contented employees are likely to do a better job — they tend to have much greater commitment to the organization, productivity, and willingness to contribute to the objectives. Although there is a significant correlation, the effect of organizational culture on employee performance can be directly seen more comparatively.

In the same way, employee motivation (β = 0.227) positively affects employee performance. This study shows that motivated employees have higher quantity, effectiveness, and quality of their work. People usually devote more effort towards achieving excellence simply because they feel they are being recognized, encouraged and developed. In addition to the indirect linkages, Organizational Culture has a strong direct effect on Employee Performance, with a path coefficient of β = 0.429, and a positive sign. From this fact, one can conclude that a positive company culture through creating a positive work environment, teamwork, communicating and employee commitment directly influences employee performance. The direct effect is stronger than indirect effect through motivational variable and job satisfaction, suggesting that organizational culture still remains as a strong determining influence on employee performance in the proposed model.

Internal evaluation of the explanatory power of the structural model is done using the coefficient of determination (R2). The percentage of variance explained by organizational culture in the job satisfaction is 28.4%, as indicated in the R2 value 0.284. Likewise, the R2 value for motivation is 0.306 which means that the organisational culture explains 30.6% of the variance in motivation. In addition, the R2 of the employee performance is 0.557, which indicates that variance in employee performance is 55.7% due to the combination of organizational culture, job satisfaction and motivation. According to Hair et al. (2022), an R2 score of 0.50 or above is considered to have moderate to high explanatory power; this means that the proposed model has good predictive capability of employee performance.

Path Coefficient and Significance

Table 8 Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Significance
JS -> EP	0.231	0.232	0.058	4.001	0.000	Sig
M -> EP	0.227	0.229	0.067	3.368	0.001	Sig
OC -> EP	0.429	0.427	0.060	7.118	0.000	Sig
OC -> JS	0.533	0.536	0.045	11.936	0.000	Sig
OC -> M	0.553	0.558	0.053	10.500	0.000	Sig

Online ISSN: 3006-8886
Print ISSN: 3006-8878

This study investigated the proposed relationships between Organisational Culture (OC), Job Satisfaction (JS), Motivation (M), and Employee Performance (EP) by using a structural model and engaged in hypothesis testing using the bootstrapping process in SmartPLS. Each proposed association was assessed with the path coefficients (β), t-statistics and p-values. According to Hair et al. (2022) a t-value of >1.96 and a p-value of <0.05 are considered statistically significant. The results support the robustness of the research model suggested because all the hypotheses are statistically significant. From the results, it was found that the level of job satisfaction has a positive influences on employee performance with t = 4.001, significant p < 0.001. This indicates that content workers are more likely to be productive and promote the objectives of the organisation. Therefore, enhancing the employee's satisfaction in their jobs will have a significant impact on the productivity of workers. In the same way, employee performance is positively and significantly influenced by employee's motivation (β = 0,227, t = 3,368, p = 0,001). This study demonstrates that motivated employees are more committed, productive and efficient. When staff are well motivated, their performance will also improve, which makes motivation an important topic in the workplace. Results also reveal that organisational culture has a statistically significant and favorable relationship to the performance of its employees (β = 0.429, t = 7.118, p < 0.001). This study concluded that organisations with such values, communication, teamwork and happy workplaces are more likely to have an improvement in the performance of their employees. This is the direct interaction that had the strongest impact of all the other direct connections to employee performance.

In addition, organisational culture has a significant, positive relationship on job satisfaction (β = 0.533, p<0.001, t = 11.936). The high path coefficient value and t-statistic indicate that a positive organisational culture has a positive effect on employees' job satisfaction by creating a friendly and motivating work environment. The organisation culture has a similar effect on motivation (β = 0.553, t = 10.500, p < 0.001). This discovery suggests that employees in firms with a good culture have a greater desire to perform their responsibilities effectively. Culture fostering employee motivation should include a focus on trust, the value of working correctly, employee involvement and support of employees. The results from the hypothesis testing for all the suggested relationship are positive and statistically significant. One of the most affecting aspects of an organisation that has both a positive and negative influence on employee performance is organisational culture, mediated by employee motivation and job satisfaction. The results indicate that employee motivation and satisfaction are enhanced by having a positive organisational culture which consequently improves employee performance. In addition, they provide ample empirical evidence for the proposed conceptual model.

Relevance of Predictive (Q^2)

The goodness of models' predictions was assessed by applying the blindfolding procedure in SmartPLS. Accepted guidelines (Hair et al., 2022; Sarstedt et al., 2022) dictate that Q2 values with scores greater than zero have predictive relevance to a particular concept. Results of the analysis show sufficient predictive values for structural model, as the value of Q^2 for both JS (0.67), M (0.83) and EP (0.94) is greater than 0.Based on the result of the analysis, it is concluded that the formulation of the structural model is in a position to have a sufficient amount of predictable value as indicated by the value of Q2 for both the JS model, M model and EP model that is above zero. In addition, the size of the Q^2 values are moderate or good, indicating that the moderation of JS and M are significant in assisting OC to predict EP. The findings

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validate the suggested model giving evidence that it is robust and can be applied in organizational settings to explain and predict EP.

Mediation Analysis

Table 9 Analysis of Mediation

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
OC -> M -> EP	0.125	0.128	0.040	3.170	0.002
OC -> JS -> EP	0.123	0.125	0.034	3.586	0.000

As can be seen from the results in table 9, motivating is a very mediative variable between organisational culture and employee performance. With a t-value of 3.170 and a p-value of 0.002, the indirect effect through motivation is $\beta = 0.125$, suggesting a statistically significant mediation effect. The research indicates that in such cases, the positive culture of the work environment increases the motivational level of its members, thereby increasing the output of the work force. In view of that, organisational culture and employee performance are viewed to be highly mediated by motivation.

Similarly, job satisfaction is also a significant mediator in any years between the culture of an organisation and the individual's performance. The job satisfaction partial path is $\beta = 0.123$, getting a t-value of 3.586 with a corresponding p-value less than 0.001. The results indicate that improved organisational culture increases job-satisfaction among workers, allowing workers to increase their performance. As a result, job satisfaction plays a crucial role as a mediator between employee performance and organisational culture. When the mediation effects of the two are compared, the mediation effect through motivation ($\beta = 0.125$) is a little stronger than the mediation effect through job satisfaction ($\beta = 0.123$). However, both mediators play a significant role in the positive association between organisational culture and worker performance. In addition, the results exhibited partial mediation but not complete mediation due to the high strength of the direct effect of Organisational Culture on Employee Performance ($q = 0.429$, $p < 0.001$) and high of Indirect effect of Organisational Culture on Employee Performance via Job Satisfaction ($a.b = 0.281$, $p < 0.001$) and Indirect effect of Organisational Culture on Employee performance via Motivation ($a.b = 0.148$, $p = 0.019$). This suggests that through increasing workers' job satisfaction and motivation, organisational culture has a direct and indirect impact on employee performance. In general, the mediation analysis revealed that the key mediators that facilitate the explanation of how organizational culture affects employee performance were motivation and job satisfaction. The results highlight the importance of developing a positive organisational culture for promoting positive employees' attitudes leading to better employee performance, and provide further empirical support for the proposed conceptual framework.

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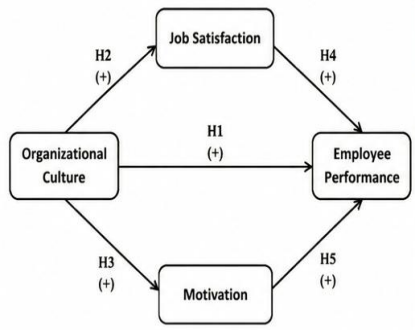
Results of Hypothesis Testing



Notes:
- (+) indicates a positive relationship.
- A hypothesis is supported when T-value > 1.96 and P-value < 0.05.
- Bootstrapping was performed with 5,000 resamples.

Hypothesis	Relationship	Path Coefficient (β)	T-value	P-value	Decision
H1	Organizational Culture → Employee Performance	0.429	7.118	0.000	Supported
H2	Organizational Culture → Job Satisfaction	0.533	11.936	0.000	Supported
H3	Organizational Culture → Motivation	0.553	10.500	0.000	Supported
H4	Job Satisfaction → Employee Performance	0.231	4.001	0.000	Supported
H5	Motivation → Employee Performance	0.227	3.368	0.001	Supported
Mediation (Indirect Effects)					
H6	Organizational Culture → Job Satisfaction → Employee Performance	0.123	3.586	0.000	Supported
H7	Organizational Culture → Motivation → Employee Performance	0.125	3.170	0.002	Supported

Bootstrapping of the PLS SEM

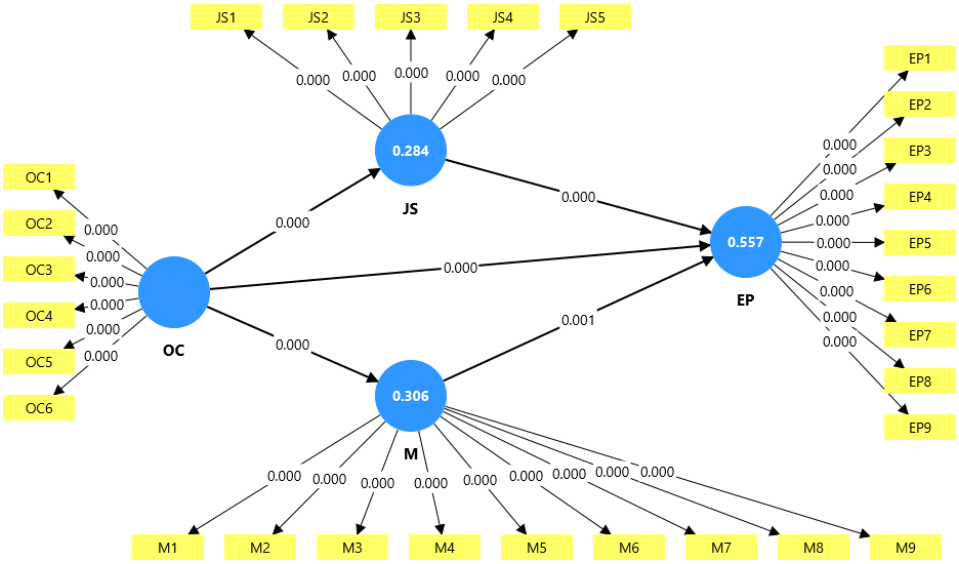


Figure 3 PLS SEM Bootstrapping

The Bootstrapping results support all of the suggested correlations as they are positive and statistically significant. Organisational culture has a signifi cant positive relationship with job satisfaction ($\beta = 0.533$, $p < 0.001$) and motivation ($\beta = 0.553$, $p < 0.001$), this means, a positive organisational culture has a positive effect on the employees' job satisfaction and motivation. Further, employee performance is also strongly linked with organisational culture ($\beta = 0.429$, $p < 0.001$) which means that the enhancement of employees' performance is directly related to the enhancement of organisational culture. The findings also indicate that job satisfaction has a significant and positive effect on employee performance ($p < 0.001$ and $\beta = 0.231$) while motivation significantly and positively influences employee performance ($p = 0.001$ and $\beta = 0.227$). This finding suggests highly driven and high job satisfaction employees are more likely

Online ISSN: 3006-8886
Print ISSN: 3006-8878

to do good within the company. The R2 values in the bootstrapping model further illustrate the ability of the proposed framework to explain. Organisational culture can account for 28.4% of the variance in job satisfaction ($R^2 = 0.284$) and for 30.6% of the variance of motivation ($R^2 = 0.306$). Furthermore, there is a moderate to high explanatory power as Organisational Culture, Job Satisfaction and Motivation together explain the variance of 55.7% of the variance in the Employee Performance (R2 = 0.557) (Hair et al., 2022).

Conclusion

This study analysed the mediating role of job satisfaction and employee motivation in the relationship between organisational culture with employee performance. The primary objective was to find out the direct influence of organisational culture on employee performance, and to determine the influence of job satisfaction and job motivation on employee performance on organisational culture. The study aimed at looking into the proposed theoretical model and provide empirical evidence of the relationship between the study variables based on quantitative research approach and PLS-SEM model. Results indicated that organisational culture has strong predictive power of performance of employees. The results indicate that a positive organisational culture characterized by values, communication, team work, employee involvement, trust and leaders who support their staffs is very effective in enhancing employee performance. Companies with a positive organisational culture tend to have better outcomes of the increased commitment, productivity, efficiency, and overall work performance of workers. These results emphasise how crucial it is to create a workplace culture that supports staff members and motivates them to successfully accomplish company objectives.

Additionally, the study discovered that job satisfaction is significantly positively impacted by organisational culture. A positive work culture view makes workers happy in their roles as they will see possibilities to include advancement, equality, opportunity, and support. Job satisfaction boosts employee attachment to the organization and their commitment to performing their own tasks effectively. The insights gained from these findings show the importance of creating a work environment that makes workers feel valued and respected.

Another important finding of the study was the just influence of organisational culture on worker enthusiasm. A positive culture fosters the acknowledgment, engagement, empowerment and opportunities for staff development, which encourages a staff to feel motivated. Staff motivated staff are more enthusiastic, committed and willing to put in more effort to achieve business objectives. Thus, companies that invest in developing a positive culture are more likely to have a motivated workforce that can achieve great results. Furthermore, the findings revealed that both motivation and satisfaction at the work significantly affect the employees' work performance. Workers that are highly motivated and content with their professions produce better work, are more productive, have a stronger organisational commitment, and take more responsibility for completing their given responsibilities. Our findings indicate that improvements in psychological and motivational levels of employees are essential in the organization's overall performance.

Based on the mediation analysis results, it is concluded that the relationship between organizational culture and employee's performance is partially mediated by employee's motivation and job satisfaction. This implies that organisation culture has a direct and indirect influence on staff performance, through raising their motivation and satisfaction. Partial

Online ISSN: 3006-8886
Print ISSN: 3006-8878

mediation suggests that there is still a role for organisational culture in employee performance and that there are also channels through which organisational culture produces employee attitudes that further increase their performance. The mechanisms by which organisational culture contributes to organisational performance are better understood thanks to these results. Results showed that the hypotheses of the study were supported overall as a positive culture helped to positively influence employee attitudes and this positively influenced employee work performance. The results provide empirical evidence to support the conclusions that job satisfaction and motivation are indeed important psychological linkages between organizational culture and employee performance, which is in line with existing literature.

From a practical standpoint, the report suggests that a positive workplace culture must first be established, acknowledging the role of human resource managers and organisational leaders in prioritising it.In practice, the report recommends a positive work culture to be established and senior decision-makers in organisation to give it top priority by fostering teamwork and communication, employee engagement, recognition awarding rules, equity, and leadership support. Employers should also put into practice tactics that increase employee motivation and happiness, such as initiatives for ongoing learning, career development possibilities, fair compensation systems, and employee recognition programs. Not only will these procedures help improve staff wellbeing, they will also enhance staff productivity and organisational performance. The study ends with the building of a concrete logic about the importance of organisational culture for improving the performance of employees. A positive and encouraging work place is ideal for substantially boosting workers' satisfaction and motivation. This has the pressure to gradually increase performance and organisational effectiveness. Hence, businesses seeking long-term competitive strategies, enhanced employee results and sustainable growth should focus on cultivating their company culture.

Future Research Directions

There are still a number of prospects for further research, even if this study offers insightful information about the connection between organisational culture and employee performance. First, a cross-sectional research strategy was used in this study to record respondents' opinions at a certain moment in time. A longitudinal research design can be used by future researchers to explore changes in organisational culture over time and how the changes in the organisations affect workers' happiness, motivation and performance. Secondly, the study focused on the mediating variables of this study: motivation and job satisfaction. The future research can consider other mediating variables apart from employee engagement, such as psychological empowerment, leadership effectiveness, work-life balance, organizational commitment, or organizational citizenship behaviour to gain a better understanding of how organizational culture influences employee performance. Thirdly, the data collected in this study was from the workers of specific companies in a specific context. Future studies should expand the sample to include respondents from additional industries, geographic regions, and/or countries to enhance generalisability of results. Comparisons of performance between the public sector and private sector or other organizational environments may also provide interesting data relating to the influence of organizational culture on worker performance. Finally, for an in-depth understanding of the experiences and perceptions of employees about the structure of an organization, use of mixed or qualitative research methods is an option for future studies. Quantitative results can be complemented by focus groups, case studies and interviews to gain a

better understanding of the impact of organisational culture on worker attitudes and performance in different contexts.

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Online ISSN: 3006-8886
Print ISSN: 3006-8878

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