



# The Influence of Organizational Culture on Performance, with Innovative Behavior, Job Satisfaction, and Work Motivation as Intervening Variables in Bireuen District Government

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## ABSTRACT

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Various factors cause an institution to have decreased performance. This research examines organizational culture's influence on performance, with innovative behavior, job satisfaction, and work motivation as intervening variables. The Regency government conducted this research with echelon II, III, and IV officials. The sampling method used a saturated sample, so 238 respondents were obtained. Two hundred two respondents returned the questionnaire. The data analysis technique uses SmartPLS software, structural equation modeling, or SEM. The study's findings clarify that organizational culture positively influences innovative behavior, job satisfaction, work motivation, and performance. It also positively affects innovative behavior's impact on performance, job satisfaction's impact on performance, and motivation work's impact on performance. In addition, organizational culture positively influences performance through innovative behavior, job satisfaction positively influences performance, and organizational culture positively impacts performance through work motivation.

**Keywords:** organizational culture, innovative behavior, job satisfaction, work motivation, performance

## INTRODUCTION

The most critical factor in raising local government performance is its workforce. Local government employees organize, carry out, and oversee activity programs that offer public services. Not all employees know what is necessary for their current position. External support and aspects of the emotional relationship between leaders and subordinates sometimes influence employees' careers. The Minister of Home Affairs (Mendagri), Tjahjo Kumolo, said there are five major issues with how regional governance is being implemented. First and foremost, regional government administrators' dishonesty. Second, regional heads who handle licensing abuse their authority. Third, regional annual budgeting and planning documents must be consistent. Fourth, regional financial management could be better. Fifth, local government compliance with implementing regional government duties still needs to be higher.

Empirical assessment of regional government performance is crucial to ensure democratic, transparent, accountable, effective, and efficient governance (Arifin, 2007). The evaluation of measuring the performance achievement of each target according to the 2017–2022 Bireuen Regency RPJMD, which involves evaluating targets and realizing target or leading performance indicators, shows that the average target achievement level is good. The results of the evaluation of the achievement of the seven targets set show that several target performance achievements are still not good and lack quality at the level of target achievement.

The organizational success factor is employee performance (Mariam, 2009). If organizational culture grows and is maintained well, it can move the organization towards better progress. Organizational culture can be found everywhere and can influence progress or failure (Abdullahi et al., 2021). Organizational culture instruments are beneficial in maintaining organizational stability and encouraging employee performance in their work. There are too many problems with the performance of government employees, one of which is due to an organizational culture that needs to be implemented better. Apart from organizational culture, creative behavior often influences employee performance. Creative behavior shown by employees in an organization can be considered a simple problem or can be viewed as a complex problem (Widyantari and Cipto, 2021; Purba et al., 2023). In the public sector, employees' ability to find various strategies to solve problems at work is an employee who has innovative behavior. Even if we look at the Bireuen Regency Government at a glance, some employees are reluctant to innovate because of their limited knowledge, old age, and lack of interest.

One factor that is thought to enhance worker performance is job satisfaction. An individual's feelings towards their job are known as job satisfaction (Robbins, 2016). Job satisfaction will decrease without rewards and promotion opportunities (Gorap et al., 2019). Employee performance will be significantly influenced if the Bireuen Regency government rewards them with incentives and allowances. The Bireuen Regency Government must pay serious attention to this problem. Employees who feel they do not have proper rights will feel dissatisfied. Another factor influencing employee performance is low employee motivation, which is indicated by a less-than-optimal work attitude in completing tasks (Lasarudin et al., 2021). Materially, the organization motivates in the form of compensation, provision of worship facilities, workspace, and job security. However, organizations provide moral motivation by communicating assigned tasks and providing guidance (Haqq, 2016). However, several units in the Bireuen Regency government fail to provide a comfortable working environment. This is demonstrated by many employees wanting to leave the company due to an unpleasant work environment.

The relationship between organizational culture and performance should be mediated by creative behavior, drive, and job happiness (Sofiyani et al., 2022; Mukmin and Prasetyo, 2021; Setyowati and Sofingi, 2022). Performance is the dependent variable in the three studies mentioned above, while organizational culture is the independent variable. The author used a combination of the three mediating variables, innovative behavior, job satisfaction, and work motivation, to investigate the relationship between organizational culture and performance, drawing on prior research. Therefore, employing creative behavior, job happiness, and work motivation as intervening factors, researchers will examine the impact of organizational culture on performance. A Case Study on the Government of the Bireuen Regency.

## **LITERATURE REVIEW**

### **a. Performance**

Another way to describe performance is a person's capacity to fulfill their obligations and responsibilities at work. Performance also refers to individuals' actions to fulfill their assigned organizational duties (Rozanna et al., 2019). Furthermore, contributions made by employees to the organization influence their performance (Nasir et al., 2018). An alternative viewpoint states that employee performance is determined by the amount and caliber of outcomes an employee accomplishes when doing their job obligations according to their job requirements (Sari and Arief, 2021). Employee performance refers to the amount and caliber of work that an employee in the organization accomplishes about the assigned tasks and obligations.

### **b. Organizational culture**

The atmosphere inside a company or association is known as its organizational culture (Wambugu, 2014). Organizational culture can provide a competitive advantage by defining organizational boundaries, such as experience, human interaction, and the ability to process information (Soomro and Shah, 2019). The attitudes, behaviors, routines, and knowledge that are embraced and consistently used to accomplish organizational objectives are known as organizational culture. An organization's system of meaning, values, and beliefs is a reference for acting and distinguishes an organization from others (Mas'ud, 2004).

### **c. Innovative Behavior**

Employee task performance and creative work behavior are connected (Dorner et al., 2012). In addition, Razavi and Attarnezhad (2013) define innovative behavior as creativity, namely taking action, creating products, and implementing new ideas that are useful to improve our understanding of change in the workplace. According to Farr and Ford (1990) and de Jong and Hartog (2010), innovative behavior is when someone tries to start and discover new and valuable concepts, processes, products, or procedures. Based on the explanation above, innovative behavior is the attitudes and actions taken to incorporate and implement new ideas to achieve organizational goals more efficiently, efficiently, and economically.

#### **d. Job satisfaction**

A positive emotional attitude and love for one's work are the hallmarks of job satisfaction (Wahjoedi, 2021). Job satisfaction is an employee's expression of happiness or discontent while working (Rozanna et al., 2019). Wahdiniawati et al. (2022) describe job satisfaction as an individual's attitude and feelings regarding the duties and obligations performed and the outcomes attained, as determined by job success and remuneration. These are positive or negative feelings.

#### **e. Work motivation**

Theresa et al. (2018) claim that motivation is a constructive process that pushes educators to maximize their abilities and talents to accomplish their objectives. Motivation is a process that describes the level, direction, and persistence of efforts undertaken to achieve a goal (Robbins and Judge, 2012). Positive psychological encouragement encourages someone to behave better and try to do their job well so that they have the power to solve work problems (Sujarwo and Wahjono, 2017). Thus, motivation is a powerful source that encourages someone to do their job well to achieve organizational goals.

### **REESERCH METHOD**

#### **1. Population and Sample**

Researchers employed quantitative descriptive research techniques in this study. Descriptive explanatory research is the type that is used to explain the relationships between the variables and other factors, as well as the positions of the variables under study. All echelon II, III, and IV officials of the Bireuen Regency government made up the study's population. The number of samples in this study was established using the saturated sampling approach. Saturated sampling refers to gathering samples from a population in which every community member is utilized as a sample for scientific purposes (Sugiyono, 2017). Ultimately, 238 people took part in this study. 202 individuals who returned the questionnaire provided the following results.

#### **2. Data Analysis and Hypothesis Testing Techniques**

##### **a. Descriptive Analysis**

To analyze data, descriptive statistics are used to describe or illustrate the data as it was obtained, with no attempt to draw broad conclusions or generalizations. In a descriptive analysis, data is presented using tables, graphs, pie charts, and pictograms; mode, median, mean, deciles, and percentiles are calculated; averages and standard deviations are used to determine the data distribution; and percentages are computed.

##### **b. Inferential Statistical Analysis**

A statistical method called inferential statistics (also known as probability or inductive statistics) is used to examine sample data and extrapolate the findings to the entire population (Sugiyono, 2017). Using SmartPLS software, inferential statistical data analysis is tested in this research based on the proposed hypothesis. The measurement process begins with the model (outer model), model structure (inner model), and hypothesis testing. The relationship between the indicator block and the latent variable is described by the outer model, also known as the measurement model, according to Abdillah and Hartono (2015). The outer model serves as a measuring model for evaluating the model's reliability and validity. Only after passing the measurement model's purification stage can a research concept or model be examined in a relational and causal relationship prediction model. The construct validity and instrument reliability are assessed using the outer model. Knowing if the study instrument can measure what it should measure is helpful. Implementing this idea involves creating an outer model for measurement, an inner model for structure, a path diagram, a conversion of the path diagram to a system of evaluation equations for goodness of fit, and hypothesis testing (resampling bootstrapping). The reliability of the tools used to measure an idea or the accuracy with which respondents respond to questions in a survey or other research tool. (Abdullah and Hartono, 2015) The following measurement models are used: composite reliability (Cronbach's alpha), discriminant validity, and convergent validity.

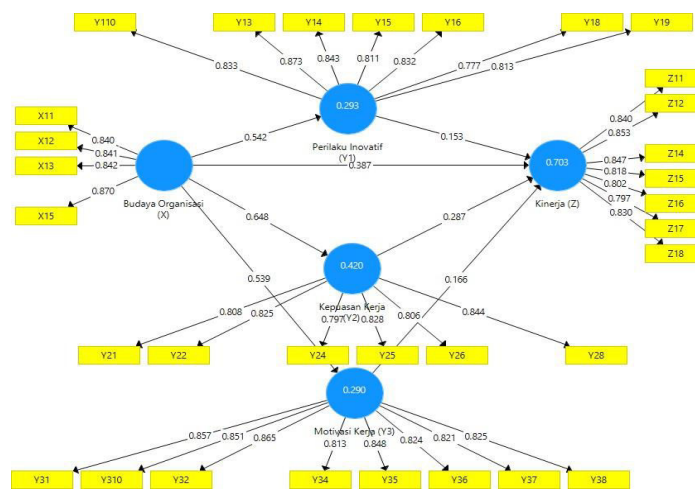
Moreover, the inner or structural model is a structural model to forecast causal links between latent variables. The t-statistic test parameters are acquired to demonstrate a causal relationship through the bootstrapping method. The structural model (inner model) was assessed by calculating the structural path coefficient and the percentage of variance explained by the dependent variable's R<sup>2</sup> value using the Stone Geisser Qsquare Test (Ghozali, 2016). The bootstrap resampling technique created by Geisser and Stone was used to test hypotheses. The t-test or t-statistic is the test statistic employed; the P value (probability) must be less than 0.05, and the t-count must be more than 1.96.

**RESULT AND DUSCUSSION**

**RESULT**

The idea that there should be a strong correlation between a construct's measures is known as convergent validity. Convergent validity is known as convergent validity when there is a strong correlation between the scores from two separate instruments measuring the same construct. For convergent validity, the general criterion is outer loading > 0.7.

**Figure 1. Outer Loading Value**



Source: Processed data (2024)

The research results show that the outer loading value is > 0.7 as in Figure 1.

To verify that a construct has a higher correlation with the measurement items than other constructs, discriminant validity can be assessed by looking at the cross-loading value of each construct. According to Ghizali et al. (2015), the predicted cross-loading value is higher than 0.7. According to Table 2, the research findings demonstrate that each item's loading value on the construct is higher than its cross-loading value.

**Table 2. Outer Loa Valueding**

Variable	Culture Organization	Behavior Innovative	Satisfaction Work	Motivation Work	Performance
X11	0,840	0,500	0,593	0,492	0,658
X12	0,841	0,434	0,565	0,482	0,650
X13	0,842	0,399	0,536	0,415	0,571
X15	0,870	0,497	0,500	0,432	0,645
Y110	0,415	0,833	0,482	0,697	0,548
Y13	0,500	0,873	0,481	0,636	0,587
Y14	0,459	0,843	0,482	0,640	0,557
Y15	0,483	0,811	0,455	0,627	0,594
Y16	0,395	0,832	0,401	0,642	0,494
Y18	0,399	0,777	0,387	0,610	0,429
Y19	0,464	0,813	0,425	0,593	0,500
Y21	0,554	0,423	0,808	0,490	0,620
Y22	0,561	0,409	0,825	0,478	0,590
Y24	0,515	0,388	0,797	0,447	0,572
Y25	0,525	0,512	0,828	0,507	0,598

Y26	0,457	0,436	0,806	0,433	0,552
Y28	0,562	0,485	0,844	0,492	0,586
Y31	0,541	0,701	0,508	0,857	0,609
Y310	0,499	0,685	0,585	0,851	0,651
Y32	0,442	0,622	0,483	0,865	0,517
Y34	0,382	0,620	0,451	0,813	0,516
Y35	0,375	0,622	0,440	0,848	0,505
Y36	0,476	0,602	0,465	0,824	0,582
Y37	0,473	0,647	0,441	0,821	0,510
Y38	0,379	0,633	0,501	0,825	0,488
Z11	0,610	0,498	0,575	0,501	0,840
Z12	0,570	0,531	0,556	0,582	0,853
Z14	0,630	0,528	0,602	0,575	0,847
Z15	0,637	0,545	0,620	0,537	0,818
Z16	0,600	0,526	0,610	0,522	0,802
Z17	0,654	0,551	0,594	0,568	0,797
Z18	0,609	0,555	0,592	0,528	0,830

**Source:** Processed data (2024)

Discriminant validity is also assessed if each construct's square root AVE value is higher than the correlation value between that construct and the other constructs in the model. Good discriminant validity is reported in the model (Fornell and Larcker, 1981). According to Table 3's research findings, each construct's AVE value is higher than the correlation value between it and other constructs in the model.

**Table 3. Fornell Larcker Criterion Values**

Variable	Organizational culture (X)	Job satisfaction (Y2)	Performance (Z)	Work motivation (Y3)	Innovative Behavior (Y1)
Organizational culture(X)	0,848				
Job satisfaction(Y2)	0,648	0,818			
Performance(Z)	0,746	0,718	0,827		
Work motivation (Y3)	0,539	0,581	0,659	0,838	
Innovative Behavior (Y1)	0,542	0,541	0,646	0,768	0,826

Source: Data processed(2024)

Furthermore, the Heterotrait Monotrait Ratio (HTMT) value can be used to quantify discriminant validity. Another approach that is suggested for evaluating discriminant validity is HTMT. A multitrait-multimethod matrix serves as the foundation for measurement in this approach. According to Heseler et al. (2015), to guarantee discriminant validity between two reflective notions, the HTMT value must be smaller than 0.9. According to the study findings, the HTMT value is less than 0.9, and Table 4 displays the discriminant validity between the two reflective constructs.

**Table 4. Heterotrait Monotrait Ratio**

Variable	Organizational culture (X)	Job satisfaction (Y2)	Performance (Z)	Work motivation (Y3)	Innovative Behavior (Y1)
Organizational culture(X)					
Job satisfaction(Y2)	0,728				
Performance (Z)	0,828	0,785			
Work motivation (Y3)	0,586	0,627	0,700		
Innovative Behavior (Y1)	0,599	0,590	0,694	0,823	

Source: Processed data (2024)

The analysis model using the Partial Least Square method carries out convergent and discriminant validity tests and construct reliability tests, which are very useful for measuring the internal consistency of measuring instruments. Values from Cronbach Alpha, Composite Reliability, and Average Variance Extracted were used to examine construct validity and reliability. The Cronbach Alpha value gauges the latent variable's construct reliability. The research findings in Table 5 indicate that the dependable value needs to be above 0.70. A Cronbach Alpha value greater than 0.7 is required.

**Table 5. Cronbach Alpha**

Variabel	Cronbach's Alpha
Organizational culture(X)	0,870
Job satisfaction(Y2)	0,901
Performance (Z)	0,923
Work motivation (Y3)	0,940
Innovative Behavior (Y1)	0,923

Source: Processed data (2024)

Then, the structure's validity and dependability were examined using Composite Reliability values. Composite Reliability measures the actual value of a construct's reliability to ensure no measurement errors. Generally, composite reliability must be higher than 0.7, while 0.6 is still acceptable (Abdullah and Hartono, 2015). According to the data, the composite dependability value was more significant than 0.7. This figure is displayed in Table 6.

**Table 6. Composite Reliability**

Variable	Composite Reliability
Organizational culture(X)	0,911
Job satisfaction(Y2)	0,924
Performance (Z)	0,938
Work motivation (Y3)	0,950
Innovative Behavior (Y1)	0,938

Source: Processed data (2024)

Next, the Average Variance Extracted (AVE) value was used to verify the structure's validity and dependability. Reliability must be at least 0.5 to be considered attained. According to Table 7, the research findings indicate that the AVE value is more significant than 0.5.

**Table 7. Average Variance Extracted**

Variabel	Average Variance Extracted
Organizational culture(X)	0,720
Job satisfaction(Y2)	0,670
Performance (Z)	0,684
Work motivation (Y3)	0,703
Innovative Behavior (Y1)	0,683

Source: Processed data (2024)

Next, using the Stone Geisser Qsquare test, the structural model, also known as the inner model, is assessed by examining the structural path coefficient's size and the percentage of variance explained by the dependent variable's R<sup>2</sup> value (Ghozali, 2016). The model is classified as robust, moderate, or weak with R Square values of 0.75, 0.50, and 0.25. The coefficient of determination (R Square), predicted to be between 0 and 1, is displayed (Hair et al., 2017). On the other hand, the R square value corrected using the standard error value is known as the adjusted R square value. Table 8 displays the study findings along with the R Square value.

**Table 8. R Square Value**

Variabel	RSquare	RSquare Adjusted
Innovative Behavior (Y1)	0,293	0,290
Job Satisfaction (Y2)	0,420	0,417
Work Motivation (Y3)	0,290	0,287
Performance (Z)	0,703	0,697

Source: Processed data (2024)

The endogenous construct is poor, according to the analysis of the impact of organizational culture on creative behavior, job satisfaction, and work motivation, which yielded respective results of 0.293, 0.420, and 0.703. Additionally, endogenous constructions are doing well.

An investigator needs to evaluate the strength of the correlation between variables using the

effect size, commonly referred to as f-squared. Hair et al. (2017) state that an f-squared value of 0.02 is tiny, 0.15 is medium, and 0.35 is high. Values below 0.02 are insignificant or have no bearing.

**Table 9. F Square Value**

Variable	Organizational culture (X)	Job satisfaction (Y2)	Performance (Z)	Work motivation (Y3)	Innovative Behavior (Y1)
Organizational culture(X)		0,724	0,265	0,409	0,415
Job satisfaction(Y2)			0,139		
Performance (Z)					
Work motivation (Y3)			0,034		
Innovative Behavior (Y1)			0,031		

Source: Processed data (2024)

The strength and importance of the relationship between the constructs are evaluated using the path coefficient value. The hypothesis is tested using this value. The values of path coefficients span from -1 to +1. The higher the correlation between the two constructs, the closer they are to the value +1. According to Hair et al. (2017), a relationship is harmful if it is closer to a value of -1. The study's findings demonstrate that all exogenous variables impact endogenous variables, as indicated in Table 10.

**Table 10. Direct Effect Test**

Variable	Original Sampel (O)	Sample Mean (O)	Standard Deviation (STDEV)	TStatistics(O/STDEV)	P Value
Organizational Culture (X) > Innovative Behavior (Y1)	0,542	0,544	0,048	11.352	0,000
Organizational Culture (X) > Job Satisfaction (Y2)	0,648	0,648	0,045	14.282	0,000
Organizational Culture (X) > Work Motivation (Y3)	0,539	0,540	0,040	13.398	0,000
Organizational Culture (X) > Performance (Z)	0,387	0,381	0,067	5.766	0,000
Innovative Behavior (Y1) > Performance (Z)	0,153	0,155	0,060	2.574	0,011
Job Satisfaction (Y2) > Performance (Z)	0,287	0,291	0,064	4.490	0,000
Work Motivation (Y3) > Performance (Z)	0,166	0,168	0,056	2.958	0,003

Source: Processed data (2024)

The hypothesis was tested using the bootstrap resampling technique created by Geisser and Stone. T-tests, also known as t statistics, are used to identify indirect effects; the probability value of P must be less than 0.05, and the computed value of t must be more than 1.96. The research findings demonstrating mediation in the research variables are displayed in Table 11.

**Table 11. Direct Effect Test**

Variable	Original Sampe (O)	Sample Mean (O)	Standar Deviation (STDEV)	T Statistics (O/STDEV)	P Value
Organizational Culture (X) > Innovative Behavior (Y1) > Performance (Z)	0,083	0,085	0,036	2.313	0,022
Organizational Culture (X) > Job Satisfaction (Y2) > Performance (Z)	0,186	0,190	0,049	3.765	0,000
Organizational Culture (X) > Work Motivation (Y3) > Performance (Z)	0,089	0,091	0,031	2.853	0,005

Source: Processed data (2024)

## DISCUSSION

### a. The Influence of Organizational Culture on Innovative Behavior

According to the first hypothesis (Ha1), organizational culture affects creative behavior. The value of the parameter coefficient indicates how much organizational culture influences creative behavior. The coefficient value for variable X on Y1 is 0.542, which shows that variable X positively impacts Y1. The higher the value of X, the more Y1 increases and a one-unit increase in X will increase Y2 by 54.2%. Sofiyan et al. (2022) show that a strong organizational culture will influence creative work behavior in the organization. Organizations influence Employee behavior by allowing



all employees to start their careers. If companies provide opportunities for employees to be creative, employees who dare to take risks and demonstrate innovative behavior can benefit. Employees will consider how they can improve their ability to complete tasks quickly.

The ability of employees to interpret each leader's direction will significantly help the organizational culture. Employees with good knowledge and intelligence will help leaders complete their duties and responsibilities. These employees will make intelligent, bold decisions about performing each task and collaborating well. The best facilities will help employees adapt to the organizational environment. Innovation begins when problems and performance deficiencies are discovered, and ideas are created to meet innovation needs. Other researchers found that innovative behavior includes various processes (de Jong & Hartog, 2010). Previous research by Lathifah and Kurniawati (2021), Sofiyan et al. (2022), Asbari et al. (2019), Dahri and Aqil (2018), and Purba (2009) found that organizational culture influences creative behavior positively and significantly.

#### **b. The Influence of Organizational Culture on Job Satisfaction**

According to the second hypothesis (Ha2), work satisfaction is influenced by organizational culture. The parameter coefficient value indicates the amount of impact of organizational culture on employee job satisfaction. The coefficient value of the variable X on Y2 is 0.648, indicating that X positively influences Y2. The higher the value of X, the greater Y2, and a one-unit increase in X will increase Y2 by 64.8%. Positive perceptions of organizational culture will cause employees to feel satisfied with their jobs (Wahyuni et al., 2016). Employees who have an excellent organizational culture have the opportunity to work and be creative in their activities. Employees who have the ability will feel proud of their work if they work in a comfortable work environment, which provides a sense of comfort for employees. Employees who are happy and patient with the work environment will feel at home and diligent in working because employee job satisfaction can be fulfilled.

On the other hand, employees are entitled to prizes in recognition of their contributions to the company. To show the organization's recognition for the work of its employees, the organization can provide awards, which can be in the form of incentives or high-quality facilities. Employee trust will increase if the organization values them. As a result, employees will feel satisfied and appreciated by the organization for their work. To increase job satisfaction, companies must reward employees who excel and provide benefits to permanent and outsourced employees (Lestari and Suryani, 2018). Workplace culture has an impact on job satisfaction (Fathoni et al., 2021; Mukmin and Prasetyo, 2021; Feri et al., 2020; Asriani et al., 2020; Suratman and Supriyantiningasih, 2019; Lestari and Suryani, 2018; Wahyuni et al., 2016).

#### **c. The Influence of Organizational Culture on Work Motivation**

The third hypothesis (Ha3) states that organizational culture influences work motivation. The parameter coefficient value shows the magnitude of the influence of organizational culture on work motivation. The coefficient value of variable X on Y3 is 0.539, which shows that variable X positively influences Y3. The higher the value of X, the greater Y3, and a one-unit increase in X will increase Y3 by 53.9%. Work motivation can be obtained if employee expectations can be met (Lasaruddin et al., 2021). Direction and attention from organizational leaders can become a form of employee hope. To achieve organizational goals, leadership attention to employees is significant. Employees will appreciate leaders who can guide and direct their employees so they can do what they need to do. Employees who respect their leaders will be more motivated to complete tasks quickly and precisely. This encouragement is because employees feel cared for by their leaders, which will encourage them to work sincerely. Employees with a sincere attitude tend to be honest and care about their work.

According to Al Ayyubi (2019), a solid organizational culture can produce agreement or consistency agreed upon by all organization members. Employees who can maintain every action and behavior by organizational standards will grow fast, precise, and quality products and services. Employees who can do their work consistently by organizational standards are called consistent. In addition, organizational leaders must have consistency in actions and decisions. It will be easy for them to direct their employees to remain consistent in their tasks. According to Graha and Rahardjo (2016), organizational culture refers to how employees view organizational culture and not whether they like it. If employees can fit into an organization's culture more efficiently, they will be more motivated to continue working there. Previous research by Setyowati and Sofingi (2022), Lasaruddin et al. (2021), Agustin (2020), Al Ayyubi (2019), Pane (2019), Graha and Rahardjo (2016), and Haqq (2016) found that workplace culture influences work motivation positively and significantly.

#### **d. The Influence of Organizational Culture on Performance**

The Fourth Hypothesis (Ha4) states that performance is influenced by organizational culture. An organization's culture is the binding force and rules for its policies, other operational requirements, and overall effectiveness. The variable X on Z is 0.387, indicating a positive influence from X on Z. The parameter coefficient value illustrates the extent to which organizational culture influences performance. A higher value for the variable indicates a workplace that is conducive to



employee interaction. Every employee of an organization has a common interest in completing a task, resulting in social interactions with coworkers. All workers have different tasks, but some tasks are not optimal without good cooperation. By working together, tasks can be completed thoroughly to benefit the recipients. Good relationships between employees enable them to share, fulfill, and participate in carrying out organizational responsibilities.

Culture is considered a source of competitive advantage and drives superior performance. It is challenging for competitors to imitate it (Awadh and Saad, 2013; Purba et al., 2019). Employees have confidence in the organization because of an excellent organizational culture. Obedience and loyalty to organizational agreements show employee steadfastness. Employees trust and believe that the organization will meet expectations because tasks and obligations have been completed with complete determination. Organizational culture includes production, planning, marketing, control, motivation, and leadership. Therefore, it is essential for organizational development strategies (Emeka and Philemon, 2012). Previous studies by Feri et al. (2020), Fauzi et al. (2016), Paschal and Nizam (2016), Nazir and Samir (2015), Awadh and Saad (2013), and Emeka and Philemon (2012) concluded that the culture of an organization has a positive and significant impact on performance.

#### **e. The Influence of Innovative Behavior on Performance**

The fifth hypothesis (Ha5) is accepted, which shows that creative behavior influences performance. The parameter coefficient value shows the magnitude of the influence of creative behavior on performance. The coefficient value of variable Y1 on Z is 0.153, which shows that variable Y1 positively influences Z, with a higher Y1 value indicating an increase in Z of 15.3%. A teacher with an inventive growth mindset believes that commitment, hard work, and feedback from others can help teachers improve their skills. Creative work behavior is essential for educators to achieve organizational goals (Sofiyani et al., 2022; Siahaan et al., 2022). Skilled employees are those who use an intelligent approach to make various tasks complete. Workers will create work methods or tools by thinking creatively. In the world of work, innovative behavior means building flexible methods. Employees who behave innovatively really like challenges and are more creative in finding ways to solve problems.

According to Widyantari and Cipto (2021), hard effort will only sometimes produce the desired productivity if used the way the organization wants. Employees who strive to behave innovatively under the guidance and supervision of their leaders support the achievement of organizational and individual goals. Employees who strive to behave innovatively under the guidance of their leaders can help improve the quality of the organization's products and services. Requires the best level of inventiveness so that employees can see challenges in the organizational environment from a positive perspective. The results of this research are in line with research by Sofiyani et al. (2022), Santoso et al. (2020), Hadi et al. (2020), Leong and Rasli (2014), and Dorner et al. (2012). All of this research concludes that creative behavior improves performance.

#### **f. The Effect of Job Satisfaction on Performance**

Job satisfaction influences performance, according to the sixth hypothesis (Ha6). The parameter coefficient value shows the magnitude of the influence of job satisfaction on performance, with a variable value of Y2 on Z of 0.287, indicating a positive impact of Y2 on Z. The higher the value of Y2, the more excellent Z, and an increase of one unit of Y2 will increase Z by 28.7%. In reality, the problem of employee job satisfaction can only be resolved by meeting all employee expectations. Employee abilities will be channeled well if work health and safety conditions are maintained. Employees are more productive in producing goods and services in a healthy, safe, and comfortable work environment. Suppose an organization prioritizes the occupational health and safety of its employees. In that case, the organization will suffer significant losses: employees will experience health and income problems and lack productive human resources. If this happens, employees will feel satisfied with their organization.

Asriani et al. (2020) research results show that employee satisfaction with a position increase has the lowest value. As a result, management should take note of this and consider putting in place rules that permit workers to advance to better roles to raise their performance levels. Employers need to be very aware of their employees' career paths. Promotions within the company are linked to changes in employee roles. An employee's duty, time, and attention to the welfare and well-being of the company will inevitably increase with their position. To achieve job satisfaction, employees must think about their place in the organization in the future. When employees and organizations are aligned, it is easier to achieve the goals and expectations of both. Job satisfaction has a positive and significant impact on performance (Sherly et al., 2021; Mukmin and Prasetyo, 2021; Feri et al., 2020; Sofiyani et al., 2020; Asriani et al., 2020; Gorap et al., 2019; Fathoni et al., 2019; Wahyuni et al., 2016; Fauzi et al., 2016; Dizgah et al., 2012).

#### **g. The Influence of Work Motivation on Performance**

The seventh hypothesis (Ha7) is accepted, which shows that work motivation influences performance. According to Murgianto et al. (2016), motivation is a function of interest; someone will

be favorable if their interests are achieved or fulfilled so that all organizational goals are achieved. The parameter coefficient value shows that the  $Y_3$  variable on  $Z$  is 0.166, indicating a positive influence of  $Y_3$  on  $Z$ . The higher the  $Y_3$  value, the more excellent  $Z$ . A person can receive appropriate compensation from the organization through benefits. Benefits are an essential part of company compensation to improve employee welfare. Employees who feel comfortable working at their company will be more motivated to stay there and use all their abilities to help the company. If a company can provide competitive benefits to its employees, they will be more motivated to provide their best for the company. Benefits are significant to increase employee motivation to achieve organizational goals.

Passion triggers activity, according to Jalajat (2016). If employees are cared for and appreciated, they will do their work quickly and correctly. Employees who receive attention and appreciation from their leaders who contribute fully to their duties and responsibilities will be more motivated and devote their energy and thoughts to producing high-quality goods and services. If employees are appreciated, leaders no longer need to supervise them. According to Iman and Lestari (2019), motivation is the urge within a person to do something as well as possible. Those with high motivation will become good players and help achieve organizational goals. Previous research, Fikri and Laily (2022), Agustin (2020), Feri et al. (2020), Faith and Sustainable (2019), Nasir et al. (2018), Fachreza et al. (2018), Pane (2019), Murgianto et al. (2016), and Fauzi et al. (2016), found that job satisfaction has a positive and significant impact on performance.

#### **h. The Influence of Organizational Culture on Performance Through Innovative Behavior**

The eighth hypothesis (Ha8), according to which inventive behavior acts as a mediating factor between organizational culture and performance, is acknowledged.  $X$  has a positive indirect influence on  $Z$  through  $Y_1$  according to the parameter coefficient of  $X$  on  $Z$  through  $Y_1$ , which is 0.083. One interpretation is that  $Z$  through  $Y_1$  will increase more the greater the value of  $X$ . A one-unit increase in  $X$  will increase  $Z$  through  $Y_1$  by 8.3%.

An innovative leader will always follow all the rules that exist in the organization where he works (Purba, 2009; Amal et al., 2022). Organizational rules serve as guidelines for employees in how they do their work. If employees are allowed to work independently, they will be more willing to take the initiative. Workers who take the initiative to complete tasks will look for the best way to produce goods and services. They will also make these goods and services while understanding direction and guidance from the leadership. Employee abilities are critical to finding and implementing strategies to complete tasks and work. If leaders behave well, employee behavior will be positively influenced by the organization, giving them the opportunity and initiative to complete their assignments. Employees will be more creative in completing tasks to produce quality products and services.

Every organization must apply the 4K formula, namely communication, collaboration, creativity, and critical thinking, to survive in the era of the Industrial Revolution 4.0. If employees have strong abilities, the products and services produced will be high quality. An intelligent strategy starts from finding the right ideas to use when doing a task. New ideas must be thoroughly evaluated to determine what problems might occur if implemented and how to solve them. Employees will spread these ideas to their work environment if they believe in these ideas. Good communication will help employees work together to achieve organizational goals.

Increasing individual and organizational performance results from developing innovative work behavior (de Jong and Hartog, 2010). Leaders must be able to create an employee-friendly organizational environment. Employees will play a full role in implementing ideas by mobilizing all the resources at their disposal to achieve personal and organizational goals. Previous studies by Sofiyan et al. (2022), Purnamaningtyas (2021), Santoso et al. (2020), and Purba (2009) found that organizational culture and performance are mediated by innovative behavior.

#### **i. The Influence of Organizational Culture on Performance Through Job Satisfaction**

Acceptance of the ninth hypothesis (Ha9) indicates that job satisfaction mediates between organizational culture and performance.  $X$  has a positive indirect influence on  $Z$  via  $Y_2$ , as indicated by the parameter coefficient of 0.186 for the variable  $X$  on  $Z$  through  $Y_2$ .  $Z$  through  $Y_2$  will increase proportionately to the more significant value of  $X$ .  $Z$  through  $Y_2$  will rise by 18.6% for every unit increase in  $X$ .

Asriani et al. (2020) call organizational culture a collection of ideologies, beliefs, and practices that differentiate one organization from others. Therefore, employee initiative is significant in the company. To help the organization, employees must improve and apply their initiative abilities. Although initiatives take time, they must start with small things to take the initiative on essential things. Employees must be able to do their work without waiting for their superiors' instructions. Employees who take the initiative have the earliest plans and actions to improve the

quality of goods and services. They utilize their time efficiently and effectively. If employees' initiatives match their abilities and provide hope for the future, their work will give extraordinary satisfaction.

Job satisfaction results from a person's feelings and attitudes towards their work, an interaction between those concerned and their workplace (Mukmin and Prasetyo, 2021). A pleasant work environment is part of the relationship between organizational culture and job satisfaction. This creates a warm atmosphere so employees feel respected, appreciated, and comfortable carrying out their duties and responsibilities. On the other hand, a work environment that pays attention to health and safety at work can benefit employees physically and mentally. Likewise, the principle of "The Right Man in the Right Place" is used as a management guideline for hiring employees. Employees must be placed according to their education, knowledge, skills, abilities, and capacity. Leaders must also consider employee needs. In carrying out a task, several employees need facilities and infrastructure to work efficiently, effectively, and economically.

People who are dissatisfied with their job show a negative attitude towards it. Conversely, someone with high job satisfaction shows a positive attitude towards their work (Gorap et al., 2019). Previous research by Mukmin and Prasetyo (2021), Asriani et al. (2020), Suratman and Supriyantiningih (2019), Gorap et al. (2019), Mariati and Mauludin (2018), and Wahyuni et al. (2016) found that job satisfaction mediates the relationship between performance and organizational culture.

#### **j. The Influence of Organizational Culture on Performance Through Work Motivation**

The tenth hypothesis (Ha9) is accepted, meaning that organizational culture affects performance, which is mediated by work motivation. The parameter coefficient for variable X on Z through Y3 is 0.089, which means X has a positive indirect influence on Z through Y3. It can be interpreted that the higher the value of X, the more Z through Y3 will increase. A one-unit increase in X will increase Z through Y3 by 8.9%.

Leaders must motivate employees to carry out their duties and responsibilities. Leaders must encourage employees to realize they can improve their performance. Leaders must make it a routine to provide direction and instructions to staff so that they can complete tasks on time. Therefore, leaders must provide instructions and flexibly. Returning to the previous route is easy because deviations can be detected more quickly.

According to Al Ayyubi (2019), organizational culture can shape the employee performance desired by the organization if it is formed strongly. However, if superiors motivate employees, their performance will be achieved. Rewarding better employees shows an intelligent organization. If employees are rewarded for their contributions to the organization, such as a promotion, the government shows that it cares about their achievements and dedication to their assigned tasks. This will encourage increased knowledge, high work standards, and commitment to the established organizational culture. Employees will be more motivated to work, which means better performance. Organizational culture consists of employee relationships, including those of colleagues and leaders (Graha and Rahardjo 2016). Exogenous and endogenous variables have a mediating link (Setyowati and Sofingi, 2022), Lasaruddin et al., 2021; Agustin, 2020; Al Ayyubi, 2019; Pane, 2019; Graha and Rahardjo, 2016). The impact of organizational culture on performance is mediated by motivation.

### **CONCLUSION**

The following conclusions can be drawn from the test results using path analysis and the discussion in the previous chapter: (1) organizational culture positively influences innovative behavior; (2) positively influences job satisfaction; (3) positively influences work motivation; (4) positively influences performance; (5) positively influences innovative behavior; (6) positively influences job satisfaction; (7) positively influences work motivation; (8) positively influences performance through innovative behavior; (2009) positively influences performance through job satisfaction; and (10) positively influences performance through organizational culture. So, all variables have a bound relationship.

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