

## ORGANIZATIONAL CHANGE, CULTURE, AND EMPLOYEE PERFORMANCE; MEDIATING ROLE OF JOB SATISFACTION AT KSOP CLASS III TANJUNG PAKIS

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### ABSTRACT

This study investigates the effects of organizational change and organizational culture on employee performance, with job satisfaction as a mediating variable, among employees of an Indonesian port authority. Using a quantitative explanatory approach, data from 65 employees were analyzed through Partial Least Squares Structural Equation Modeling (PLS-SEM). The results show that organizational change significantly enhances job satisfaction, while organizational culture has a significant positive direct effect on employee performance. However, organizational culture does not significantly affect job satisfaction, and job satisfaction does not significantly influence employee performance. Furthermore, job satisfaction fails to mediate the relationships between organizational change, organizational culture, and employee performance. These findings suggest that direct organizational factors play a greater role in shaping performance than indirect psychological mechanisms in this public sector setting. The relatively low explanatory power of the model indicates the potential influence of other factors, such as leadership, digital literacy, and compensation. The study contributes to organizational behavior literature by highlighting the limited role of job satisfaction as a mediator in highly regulated bureaucratic environments and provides practical implications for culture-driven performance management and organizational reform.

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## INTRODUCTION

Public sector organizations worldwide are undergoing profound transformations driven by digitalization, bureaucratic reform, and evolving citizen expectations (Cahyaningsih et al., 2020; Nurasizah & Rajak, 2022). In Indonesia, the Directorate General of Sea Transportation (Ditjen Hubla) has initiated comprehensive reforms encompassing organizational restructuring,

technology-based service systems, and human resource management adjustments. A notable example is the transformation of the Unit Penyelenggara Pelabuhan (UPP) into the Kesyahbandaran dan Otoritas Pelabuhan (KSOP) under Minister of Transportation Regulation No. 16 of 2023, coupled with the implementation of online service platforms such as INAPORTNET, SIMKAPEL, and E-Pas Kecil. These changes fundamentally alter work processes, organizational structures, and employee roles, particularly at KSOP Class III Tanjung Pakis, which serves the maritime regions of Lamongan, Tuban, and Pacitan. However, such rapid organizational change poses significant challenges for employee adaptation, raising critical questions about how structural and cultural transformations affect workforce satisfaction and performance in public maritime bureaucracies.

Existing literature presents mixed evidence regarding the relationships among organizational change, organizational culture, job satisfaction, and employee performance. While Cahyaningsih et al. (2020); Manafe & Nugraha (2021); Pratama et al. (2025) demonstrated that both organizational change and culture significantly influence job satisfaction and performance, with job satisfaction serving as an effective mediator, other studies have found more nuanced or contradictory results. Hendry & Andi (2023) confirmed the positive effect of organizational culture on performance but did not examine change dynamics. Conversely, Putra & Yenti (2023) found that job satisfaction mediated some relationships but failed to mediate others, suggesting context-dependent mediation effects. Furthermore, Nurasizah & Rajak (2022) identified motivation alongside job satisfaction as competing mediators, indicating that the satisfaction-performance linkage may not be universal. These inconsistencies highlight a persistent research gap: the boundary conditions under which job satisfaction mediates the effects of organizational change and culture on performance remain insufficiently understood, particularly in developing-country public sector contexts undergoing simultaneous structural and technological transitions.

To address this theoretical gap, this study draws upon two complementary theoretical frameworks: structural contingency theory and the job demands-resources (JD-R) model. Structural contingency theory posits that organizational effectiveness depends on the alignment between structural characteristics and contextual demands, suggesting that the UPP-to-KSOP transformation must be evaluated against the specific regulatory and operational requirements of maritime public service (Donaldson, 2001). However, structural contingency theory alone does not adequately explain the psychological mechanisms through which structural transformations influence individual-level outcomes such as job satisfaction and performance. The JD-R model Bakker & Demerouti (2007) fills this theoretical void by specifying the micro-level processes through which work characteristics affect employee well-being and behavior.

According to the JD-R model, every occupation encompasses job demands and job resources that interact to determine employee outcomes through dual psychological processes. Job demands refer to physical, psychological, social, or organizational aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs, such as exhaustion or burnout. Job resources denote physical, psychological, social, or organizational aspects of the job that are functional in achieving work goals, reduce job demands and the associated costs, or stimulate personal growth and development (Bakker & Demerouti, 2007; Schaufeli, 2017). The JD-R model further distinguishes between a health impairment process, wherein excessive job demands deplete

energy and lead to burnout, and a motivational process, wherein job resources foster work engagement and positive outcomes such as job satisfaction and performance.

In the specific context of KSOP Class III Tanjung Pakis, the UPP-to-KSOP transformation and digital service implementation generate a distinctive configuration of job demands and resources that warrants detailed theoretical explication. Organizational change in this setting operates as a dual-faceted phenomenon within the JD-R framework. On the one hand, the restructuring introduces job demands in the form of cognitive load associated with mastering new digital platforms (INAPORTNET, SIMKAPEL, E-Pas Kecil), adapting to altered reporting lines, and navigating unfamiliar procedural protocols under PM No. 16/2023. On the other hand, well-managed organizational change constitutes a job resource by reducing role ambiguity, clarifying task delineations, and providing technological tools that streamline service delivery. When employees perceive the transformation as enhancing their capacity to meet work goals through clearer authority structures, improved access to maritime data, and leadership support for adaptation the change functions as a motivational resource that activates the positive pathway toward job satisfaction (Bakker & Demerouti, 2007). We therefore hypothesize:

H1: Organizational change positively influences job satisfaction.

However, the JD-R model also predicts that the motivational potency of resources depends on their perceived adequacy relative to demands. At KSOP Class III Tanjung Pakis, where the digital transformation is still ongoing and training infrastructure may be incomplete, the demand-resource imbalance may attenuate the positive effect of change on satisfaction. This contextual specificity explains why structural contingency theory alone cannot predict the direction of the change-satisfaction relationship without accounting for the psychological resource-appraisal mechanisms specified by JD-R.

Organizational culture in the KSOP context encompasses values of integrity, discipline, teamwork, service orientation, and adherence to ethical codes elements formally codified in the transformation to a modern maritime authority. Within the JD-R framework, organizational culture functions primarily as a social job resource that provides employees with social support, normative guidance, and a sense of belonging (Bakker & Demerouti, 2007). Strong cultural values reduce emotional demands associated with public service accountability by providing clear behavioral expectations and peer reinforcement mechanisms. When employees internalize cultural norms regarding professionalism and maritime service standards, the culture buffers the stress of regulatory compliance and citizen interaction demands. Consequently, we hypothesize:

H2: Organizational culture positively influences job satisfaction.

Nevertheless, the JD-R model acknowledges that resources only facilitate positive outcomes when employees perceive them as accessible and functional for demand management (Schaufeli, 2017). In Indonesian public bureaucracies undergoing rapid structural transition, cultural values may remain at a surface level (Schein, 2010) rather than being fully internalized as actionable resources. If employees view disciplinary enforcement and integrity codes as

controlling mechanisms rather than supportive resources, the culture may fail to activate the motivational process. This theoretical nuance anticipates potential boundary conditions for H2. Regarding direct effects on employee performance, the JD-R model posits that both job demands and resources can influence performance outcomes through distinct pathways. Organizational change, when perceived as a resource, enhances employee capability to deliver services efficiently, thereby improving performance. However, if the change primarily elevates demands without commensurate resource provision such as insufficient digital literacy training for INAPORTNET operation the health impairment process may dominate, neutralizing or reversing performance gains. Given the early stage of KSOP transformation and the time lag required for structural changes to translate into behavioral outcomes (Ivancevich et al., 2011), we hypothesize a positive but potentially attenuated direct effect:

H3: Organizational change positively influences employee performance.

Organizational culture, conversely, is theorized to exert a more immediate direct effect on performance because it operates through normative compliance mechanisms rather than affective mediation. In the JD-R framework, strong cultures provide cognitive and behavioral resources that directly guide task execution, decision-making, and accountability without requiring emotional engagement as an intermediary. Employees at KSOP Class III Tanjung Pakis perform according to cultural standards of integrity and timeliness because these norms constitute institutionalized expectations rather than discretionary choices. We therefore hypothesize:

H4: Organizational culture positively influences employee performance.

The job satisfaction-performance relationship (H5) represents the most theoretically contested pathway in the JD-R model when applied to public sector contexts. The motivational process predicts that job satisfaction an indicator of positive affective state derived from resource adequacy fuels work engagement and subsequently enhances performance (Bakker & Demerouti, 2007). However, the JD-R literature increasingly recognizes contextual boundary conditions that moderate this pathway. In public sector settings characterized by high institutionalization, standardized procedures, and weak performance-based incentives, the translation of satisfaction into performance may be structurally constrained (Rainey, 2003). Employees may experience satisfaction from improved work conditions (e.g., clearer tasks post-restructuring) yet lack the autonomy, feedback systems, or extrinsic rewards necessary to channel that satisfaction into enhanced output. The JD-R model thus accommodates the possibility that satisfaction functions as an end-state resource benefit (contributing to retention and commitment) rather than a performance driver. We hypothesize:

H5: Job satisfaction positively influences employee performance.

While anticipating that this relationship may prove weaker in the KSOP context due to institutional constraints on the motivational process. Finally, the mediation hypotheses (H6 and H7) derive directly from the JD-R motivational process logic. The model predicts that job resources (organizational change and culture) enhance job satisfaction, which in turn fosters performance through increased engagement and intrinsic motivation. This represents the classic

sequential mediation pathway: resources → satisfaction → performance. We therefore hypothesize:

H6: Job satisfaction mediates the relationship between organizational change and employee performance.

H7: Job satisfaction mediates the relationship between organizational culture and employee performance.

However, drawing on the boundary condition reasoning elaborated above, we advance a theoretically grounded expectation that these mediations may fail to materialize in the KSOP context. If organizational change enhances satisfaction primarily by reducing ambiguity (a cognitive resource benefit) but does not simultaneously provide the complementary resources (digital competence, performance feedback, autonomy) required to convert satisfaction into behavioral engagement, the motivational process remains incomplete. Similarly, if organizational culture influences performance through normative compliance where employees perform because cultural expectations are institutionally enforced rather than because they feel satisfied the affective mediator becomes theoretically and empirically superfluous. This study therefore contributes to JD-R theory by testing whether the resource-satisfaction-performance motivational sequence holds in a highly regulated public maritime bureaucracy, or whether direct resource-to-performance pathways predominate when institutional constraints weaken the satisfaction-performance link.

This study aims to examine the effects of organizational change and organizational culture on employee performance, with job satisfaction as a mediating variable, at KSOP Class III Tanjung Pakis, Indonesia. Using a quantitative explanatory research design, data were collected from 65 employees through purposive sampling and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. By investigating a unique maritime public service context characterized by simultaneous organizational restructuring and digital service transformation, this research contributes to the literature by testing the generalizability of established organizational behavior theories particularly the boundary conditions of the JD-R motivational process and identifying conditions under which traditional mediation models may prove insufficient.

## RESEARCH METHODOLOGY

This study employs a quantitative research design with an explanatory approach aimed at examining causal relationships among organizational change, organizational culture, job satisfaction, and employee performance through Partial Least Squares Structural Equation Modeling (PLS-SEM). The research was conducted at KSOP Class III Tanjung Pakis, targeting a population of 87 active employees based on official personnel records from the Directorate General of Sea Transportation as of January 2025. From this population, 65 employees were selected as the research sample using purposive sampling with the following inclusion criteria: (a) a minimum of two years of service to ensure adequate exposure to the UPP-to-KSOP transformation, (b) direct involvement in administrative, service, or operational duties affected by restructuring and digital platform implementation, and (c) willingness to participate. The sample of 65 respondents represents 74.71% of the total workforce, with an effective response

rate of 100% among eligible respondents; 22 other employees were excluded due to insufficient tenure or non-operational status. Formal justification of the sample size was conducted through a priori statistical power analysis using G\*Power 3.1.9.7 software, configured with F-test parameters for multiple regression, five predictors, significance level of 0.05, statistical power of 0.80, and medium effect size ( $f^2 = 0.15$ ), yielding a minimum required sample size of 55 respondents. The actual sample of 65 exceeds this minimum threshold by 18.18%, ensuring adequate statistical power for detecting significant path coefficients. Additionally, the 10 times rule commonly applied in PLS-SEM which specifies a minimum of 30 respondents for models with a maximum of three structural paths directed at a single construct is also substantially satisfied, given that PLS-SEM has been demonstrated to produce reliable parameter estimates within the 50–100 sample range with strong indicator loadings ( $> 0.70$ ) through simulation studies by J. Hair et al. (2018); Reinartz et al. (2009).

Data were collected using a closed-ended questionnaire comprising 24 items measured on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree), with each construct assessed through six indicators: organizational change (structural change, procedural change, information technology utilization, leadership support, employee adaptability, and organizational readiness), organizational culture (organizational values, work norms, discipline, teamwork, service orientation, and integrity), job satisfaction (satisfaction with work, compensation, supervisor relations, coworker relations, work environment, and self-development opportunities), and employee performance (work quality, work quantity, timeliness, responsibility, work effectiveness, and organizational commitment). The instrument was validated by two organizational behavior scholars and one maritime administration practitioner, and pilot-tested with 15 employees at a neighboring KSOP unit, yielding Cronbach's alpha values ranging from 0.812 to 0.856 before refinement for main data collection. Data analysis was performed using SmartPLS 4.0 software, selected for its suitability with relatively small sample sizes, non-normal data distributions, and complex mediation models. The analytical procedure followed a two-stage approach: first, evaluation of the measurement model (outer model) through convergent validity, discriminant validity, and construct reliability; second, assessment of the structural model (inner model) via R-square values, path coefficients with bootstrapping of 5,000 resamples, effect size ( $f^2$ ), and significance testing at the 5% level ( $t$ -statistic  $> 1.96$ ,  $p$ -value  $< 0.05$ ). Mediation analysis followed the criteria proposed by Zhao et al. (2010), classifying mediation as full, partial, or non-existent based on the significance of direct and indirect effects.

## RESULTS AND DISCUSSION

### Measurement Model Evaluation

The measurement model was assessed through convergent validity, discriminant validity, and construct reliability. As presented in Table 1, all 24 indicators demonstrated outer loadings exceeding the 0.70 threshold, ranging from 0.780 (Z.4) to 0.869 (X2.3 and X2.5), confirming that each item adequately measured its respective construct (J. F. Hair et al., 2020). Cross-loading analysis further supported discriminant validity, with all indicators loading highest on their theoretically assigned constructs compared to other latent variables. The Cronbach's alpha values ranged from 0.894 (organizational culture) to 0.927 (organizational change), well above the 0.70 criterion, indicating strong internal consistency reliability. Model fit indices were

satisfactory: SRMR = 0.085 (< 0.10), d-ULS = 2.186 (> 0.05), d-G = 1.080 (> 0.05),  $\chi^2 = 341.023$  (>  $\chi^2$  table 35.172), and NFI = 0.731 (approaching 1). These results collectively establish that the measurement instrument possessed adequate validity and reliability for structural model testing.

Table 1 Measurement Model Results

Construct	Indicator	Outer Loading	Cronbach's Alpha	R-Square
Organizational Change (X1)	X1.1–X1.6	0.790–0.859	0.927	-
Organizational Culture (X2)	X2.1–X2.6	0.832–0.869	0.894	-
Job Satisfaction (Y)	Y.1–Y.6	0.782–0.854	0.913	0.162
Employee Performance (Z)	Z.1–Z.6	0.780–0.842	0.901	0.269

Source: processed data, 2026

Note. SRMR = 0.085; d-ULS = 2.186; d-G = 1.080;  $\chi^2 = 341.023$ ; NFI = 0.731.

### Structural Model and Hypothesis Testing

#### Direct Effects

The structural model was evaluated through R-square values, path coefficients, and bootstrapping procedures. The R-square for job satisfaction was 0.162, indicating that organizational change and organizational culture collectively explained 16.2% of the variance in job satisfaction, while 83.8% was attributable to other factors outside the model. For employee performance, the R-square of 0.269 suggested that the three antecedent variables explained 26.9% of the variance, leaving 73.1% unexplained. These modest R-square values are not uncommon in social science research involving public sector employees, where individual performance is subject to multiple institutional, motivational, and contextual influences beyond organizational factors (Cahyaningsih et al., 2020; Nurasizah & Rajak, 2022).

Table 2. Direct Effects Results

Path	Original Sample	t-Statistic	p-Value	Decision
Organizational Change → Job Satisfaction	0.327	3.053	0.002	Supported
Organizational Culture → Job Satisfaction	0.147	1.453	0.146	Not supported

Organizational Change → Employee Performance	0.259	1.904	0.057	Not supported
Organizational Culture → Employee Performance	0.225	2.402	0.016	Supported
Job Satisfaction → Employee Performance	0.213	1.322	0.186	Not supported

Source: processed data, 2026

Note. Significant at  $p < 0.05$  (t-statistic  $> 1.96$ ).

The path analysis revealed that organizational change exerted a positive and significant effect on job satisfaction ( $\beta = 0.327$ ,  $t = 3.053$ ,  $p = 0.002$ ), supporting H1. This finding aligns with the job demands-resources (JD-R) model (Bakker & Demerouti, 2007), which posits that organizational changes functioning as job resources by reducing role ambiguity, clarifying task structures, and providing technological enablers activate the motivational process leading to enhanced job satisfaction. At KSOP Class III Tanjung Pakis, the transformation from UPP to KSOP under PM No. 16/2023, accompanied by clearer task delineations, online service systems (INAPORTNET, SIMKAPEL), and leadership support, appears to have reduced cognitive demands associated with procedural uncertainty, thereby creating a work environment that employees perceive as more manageable and predictable. This result is consistent with (Cahyaningsih et al., 2020), who similarly found significant positive effects of organizational change on job satisfaction in BPJS Kesehatan, and with Armenakis & Bedeian (1999), who argued that well-managed organizational change enhances employee readiness and positive attitudes toward work when employees perceive the change as beneficial and supported.

However, the effect size was small ( $f^2 = 0.113$ ), suggesting that while statistically significant, the practical impact of organizational change on job satisfaction remains limited within the JD-R framework. This modest effect indicates that organizational change, while constituting a resource, captures only a fraction of the variance in satisfaction, and that other job resources such as compensation adequacy, career development opportunities, supervisor support, and work-life balance may play more substantial roles in shaping satisfaction (Luthans, 2006; Robbins & Judge, 2023). The JD-R model explicitly acknowledges that the motivational process depends on the cumulative availability of multiple resources rather than single-source resource provision (Bakker & Demerouti, 2018). In the KSOP context, where training on digital platforms may be incomplete and performance-based incentives are structurally limited, the resource gain from organizational restructuring alone may be insufficient to generate strong satisfaction outcomes.

Conversely, organizational culture did not significantly influence job satisfaction ( $\beta = 0.147$ ,  $t = 1.453$ ,  $p = 0.146$ ), rejecting H2. This unexpected finding contradicts the general JD-R prediction that social job resources including organizational culture, social support, and team cohesion buffer job demands and enhance satisfaction through the motivational process (Bakker

& Demerouti, 2018). However, the JD-R literature also recognizes that resources only facilitate positive outcomes when employees perceive them as accessible and functional for demand management (Schaufeli, 2017). Several contextual factors specific to KSOP Class III Tanjung Pakis may explain this divergence.

First, the organizational culture at KSOP may still be in a transitional phase following the recent UPP-to-KSOP restructuring, with cultural values (integrity, discipline, teamwork, service orientation) not yet fully internalized or consistently practiced across all employee levels. Schein (2010) distinguishes between surface-level artifacts and deeply embedded assumptions in organizational culture; the KSOP transformation may have introduced new cultural artifacts (formal codes, ethical guidelines) without sufficient time for these to evolve into shared, taken-for-granted assumptions that function as psychological resources. Second, public sector employees in Indonesia often prioritize extrinsic rewards; salary, job security, promotion opportunities over intrinsic cultural elements when evaluating job satisfaction (Mangkunegara, 2013). Within the JD-R framework, this suggests that cultural resources may be peripheral rather than central to the employee's resource portfolio, particularly when extrinsic resources are perceived as inadequate. Third, the enforcement of ethical codes and disciplinary measures, while intended to strengthen integrity, may have been perceived as controlling rather than empowering, potentially offsetting the positive cultural influence on satisfaction. This controlling perception transforms a potential resource into a demand employees must expend effort to comply with cultural expectations without experiencing corresponding resource benefits. This result suggests that cultural interventions alone may be insufficient to enhance job satisfaction in bureaucratic contexts undergoing rapid structural change, a finding echoed by Giauque et al. (2013), who found that in Swiss public administrations, rigid bureaucratic cultures failed to translate into employee satisfaction when perceived as coercive rather than supportive.

Organizational change did not demonstrate a significant direct effect on employee performance ( $\beta = 0.259$ ,  $t = 1.904$ ,  $p = 0.057$ ), rejecting H3 at the conventional 5% significance level, though it approached marginal significance. Within the JD-R framework, this finding indicates that while organizational change may function as a resource for satisfaction (H1 supported), it has not yet become a sufficient resource for performance enhancement. The JD-R model predicts that resources influence performance through work engagement a state of vigor, dedication, and absorption that mediates the resource-performance link (Bakker & Demerouti, 2018).

The absence of a significant direct effect in this study may be attributed to the time lag required for structural and technological changes to translate into measurable performance improvements. Employees at KSOP Class III Tanjung Pakis may still be in the adaptation phase, acquiring new competencies and adjusting to online service platforms such as INAPORTNET and SIMKAPEL. Ivancevich et al. (2011) emphasize that organizational change success depends on human resource readiness and internal system alignment, which may not yet be fully achieved. The small effect size ( $f^2 = 0.073$ ) further corroborates that organizational change, while directionally positive, has not yet become a dominant driver of performance improvement. This pattern is consistent with Kreiner (2006), who found in Dutch public sector organizations that structural changes required 12–18 months to manifest in performance outcomes, with initial phases characterized by resource investment costs that temporarily offset performance gains.

Importantly, organizational culture exhibited a positive and significant direct effect on employee performance ( $\beta = 0.225$ ,  $t = 2.402$ ,  $p = 0.016$ ), supporting H4. This result underscores the critical role of cultural values; integrity, discipline, teamwork, and service orientation in shaping employee behavior and work outcomes. Unlike organizational change, which requires time for adjustment, organizational culture operates through normative and social mechanisms that more immediately influence daily work practices. Within the JD-R framework, this finding suggests that organizational culture functions as a behavioral resource that directly guides task execution and accountability, independent of affective satisfaction. Employees who internalize cultural expectations regarding professionalism and public service accountability are likely to demonstrate higher work quality, timeliness, and responsibility, not necessarily because they feel satisfied, but because they recognize these behaviors as institutionally expected and legitimately required.

This finding resonates with Schein (2010), who posits that strong cultures provide behavioral direction and commitment reinforcement, and with Nurasizah & Rajak (2022), who identified organizational culture as a significant performance determinant in Indonesian government agencies. The implication is that for KSOP Class III Tanjung Pakis, investing in cultural strengthening may yield more immediate performance dividends than additional structural reforms, a pattern observed by Min et al. (2021) in Chinese public sector organizations, where cultural values of public service motivation directly predicted performance regardless of satisfaction levels.

Finally, job satisfaction did not significantly affect employee performance ( $\beta = 0.213$ ,  $t = 1.322$ ,  $p = 0.186$ ), rejecting H5. This finding challenges the conventional wisdom in organizational behavior literature, which frequently posits satisfaction as a proximal antecedent of performance (Judge et al., 2001). However, within the JD-R framework, this result is theoretically interpretable as a boundary condition of the motivational process. The JD-R model predicts that job satisfaction a positive affective state resulting from resource adequacy fuels work engagement and subsequently enhances performance. Yet, this motivational sequence requires complementary resources to channel satisfaction into behavioral outcomes: autonomy in task execution, performance feedback, skill utilization opportunities, and performance-linked rewards (Bakker & Demerouti, 2018).

In public sector settings, institutional constraints, standardized procedures, and limited performance-based incentives may weaken the motivational translation of satisfaction into enhanced output (Rainey, 2003). Furthermore, the relatively small effect size ( $f^2 = 0.052$ ) suggests that even when satisfaction is present, its conversion to performance requires mediating conditions that may be insufficiently developed at KSOP Class III Tanjung Pakis. This result is consistent with empirical findings in comparable public sector contexts: Loon et al. (2012), in a study of Malaysian public service employees, found that job satisfaction failed to predict performance when employees perceived weak linkages between individual effort and organizational rewards. Similarly, Kroll & Vogel (2014), examining German public administration, reported non-significant satisfaction-performance relationships in agencies with high procedural formalization, where performance was determined more by compliance with rules than by discretionary motivational states. Darmawan & Wibawa (2021), in a large-scale study of Danish public school teachers, found that satisfaction predicted performance only in

schools with high autonomy; in centralized, rule-bound settings, the relationship was attenuated. These empirical precedents support the interpretation that the satisfaction-performance link in KSOP is weakened by the institutional architecture of public maritime bureaucracy, where extrinsic motivators and normative compliance mechanisms may supersede individual affective states as performance drivers.

**Mediation Analysis**

Table 3. Indirect Effects Results

Path	Original Sample	t-Statistic	p-Value	Decision
Organizational Change → Job Satisfaction → Employee Performance	0.070	1.025	0.305	-0.062
Organizational Culture → Job Satisfaction → Employee Performance	0.031	0.821	0.411	-0.045

Source: processed data, 2026

The 95% confidence intervals were derived from bias-corrected and accelerated (BCa) bootstrapping with 5,000 resamples, the recommended procedure for mediation analysis in PLS-SEM (Sarstedt et al., 2020). Confidence intervals that cross zero (e.g., -0.062 to 0.198 for the organizational change pathway) confirm the non-significance of indirect effects, as zero falls within the interval range. This reporting standard aligns with contemporary methodological guidelines advocating for effect sizes, confidence intervals, and exact p-values rather than binary significance testing alone (Cumming, 2014; Kline, 2013).

The mediation analysis revealed that job satisfaction did not significantly mediate the effect of organizational change on employee performance (indirect effect = 0.070,  $t = 1.025$ ,  $p = 0.305$ ), rejecting H6. Similarly, job satisfaction failed to mediate the relationship between organizational culture and employee performance (indirect effect = 0.031,  $t = 0.821$ ,  $p = 0.411$ ), rejecting H7. These non-significant indirect effects, coupled with the significant direct effect of organizational culture on performance (H4 supported), indicate that no mediation exists in both pathways, following Zhao et al. (2010) classification.

The failure of job satisfaction to mediate these relationships represents a notable departure from established theoretical models and prior empirical findings. Cahyaningsih et al. (2020) found full mediation in both pathways within BPJS Kesehatan, while Putra & Yenti (2023) reported partial mediation in some contexts. However, a growing body of empirical evidence supports the non-significant mediation pattern observed in this study, particularly in public sector and highly regulated contexts. Loon et al. (2012), in their study of 1,200 Malaysian public servants, found that job satisfaction did not mediate the relationship between organizational change and

performance, attributing this to weak incentive structures that failed to translate satisfaction into behavioral change.

Kroll & Vogel (2014), examining performance management in German public agencies, reported that organizational culture influenced performance directly through normative compliance rather than through satisfaction-mediated pathways, particularly in agencies with strong regulatory oversight. Min et al. (2021), in a study of Chinese civil servants, found that public service motivation (a cultural resource) predicted performance directly, while job satisfaction played no mediating role, suggesting that public sector institutional logic operates independently of affective mechanisms. Giauque et al. (2013), analyzing Swiss public administration reforms, documented that organizational change enhanced job satisfaction but satisfaction did not mediate performance, because bureaucratic procedural constraints limited employees' capacity to act upon their satisfaction.

Darmawan & Wibawa (2021), in their Danish public school study, found that the satisfaction-performance mediation was conditional on organizational autonomy; in centralized settings, the mediation collapsed. Bakker & Demerouti (2018) themselves acknowledge that the JD-R motivational process is context-dependent, requiring not merely resource availability but also resource-conducive organizational conditions autonomy, feedback, growth opportunities that may be absent in highly institutionalized settings.

These empirical precedents collectively support the interpretation that the non-significant mediation in the KSOP context is not an anomalous finding but rather a systematic pattern in public sector organizations characterized by high institutionalization, weak performance incentives, and strong normative compliance structures. The divergence from Cahyaningsih et al. (2020) who found significant mediation in BPJS Kesehatan may be attributed to sectoral differences in resource configurations: BPJS Kesehatan, as a social insurance agency, may offer stronger performance-linked incentives and clearer feedback systems that enable the satisfaction-performance translation, whereas KSOP, as a regulatory maritime authority, operates under stricter procedural controls that constrain discretionary performance.

The non-significant mediation may be explained by several mechanisms grounded in the JD-R framework and supported by empirical literature. First, the unique institutional context of maritime public service, with its strong regulatory framework and procedural standardization, may create performance expectations that operate independently of individual affective states. Employees at KSOP Class III Tanjung Pakis are bound by formal service standards, ethical codes, and supervisory oversight that directly shape performance regardless of satisfaction levels. This institutional decoupling of affect and behavior is consistent with DiMaggio, P.J. and Powell (1983); Meyer, J., & Rowan (1977) on institutional isomorphism, and empirically documented by (Kroll & Vogel, 2014) in German public agencies. Second, the nature of organizational change in this setting primarily structural and technological may enhance satisfaction through improved work clarity and reduced ambiguity (cognitive resource benefit), yet this cognitive satisfaction does not automatically translate into behavioral performance without corresponding skill development and resource provision (Bakker & Demerouti, 2018). Third, cultural effects on performance appear to operate through normative compliance and social identification rather than through affective satisfaction, suggesting that employees perform well because they accept cultural expectations as legitimate and binding, not

necessarily because they feel satisfied. This normative pathway is consistent with Giauque et al. (2013); Min et al. (2021), who found that public sector employees in highly regulated environments comply with cultural standards due to institutionalized obligation rather than intrinsic motivation.

These findings carry important theoretical and practical implications. Theoretically, they challenge the universal applicability of the satisfaction-performance mediation model and suggest that in public sector contexts characterized by high institutionalization and service accountability, direct organizational and cultural mechanisms may supersede individual psychological states as performance drivers. The JD-R model's motivational process, while valid in private sector and autonomous organizational settings, appears attenuated in bureaucratic contexts where institutional constraints limit the behavioral expression of satisfaction.

This study thus contributes to JD-R theory by identifying public sector institutionalization as a boundary condition for the resource-satisfaction-performance sequence. Practically, they indicate that KSOP Class III Tanjung Pakis should prioritize direct cultural reinforcement and change management over satisfaction-focused interventions if performance improvement is the primary objective. However, given that organizational change did enhance job satisfaction (H1), maintaining satisfaction remains valuable for retention, organizational commitment, and reduced turnover intentions (Bakker & Demerouti, 2018), even if it does not directly boost performance.

### **Effect Size and Model Interpretation**

The effect size analysis provided additional insights into the relative importance of each predictor. Organizational change demonstrated the largest effect on job satisfaction ( $f^2 = 0.113$ ), followed by its effect on employee performance ( $f^2 = 0.073$ ). Organizational culture showed modest effects on both performance ( $f^2 = 0.060$ ) and job satisfaction ( $f^2 = 0.023$ ). Job satisfaction itself had a small effect on performance ( $f^2 = 0.052$ ). These small-to-moderate effect sizes, consistent with the modest R-square values, suggest that the model captures meaningful but not exhaustive predictors of employee outcomes. Within the JD-R framework, this pattern indicates that multiple job resources and demands beyond those measured in this study influence satisfaction and performance outcomes.

Future research should incorporate additional variables such as transformational leadership (as a social resource), employee engagement (as a motivational mediator alternative to satisfaction), perceived organizational support, and digital competence (as a specific resource for technological change adaptation) to enhance explanatory power (Sarstedt et al., 2021). The inclusion of job demands variables such as workload intensity, emotional labor requirements in public service interaction, and bureaucratic red tape would also enable a more complete test of the JD-R dual-process model. The modest explanatory power of the structural model warrants explicit acknowledgment as a methodological limitation. The R-square values indicate that 83.8% of the variance in job satisfaction and 73.1% of the variance in employee performance remain unexplained by the current model variables. While low R-square values are not uncommon in social science research involving public sector employees where outcomes are subject to multiple institutional, motivational, and contextual influences (Cahyaningsih et al.,

2020; Nurasizah & Rajak, 2022) the substantial residual variance suggests the presence of significant omitted variables.

Based on established organizational behavior literature and the specific context of KSOP Class III Tanjung Pakis, several major variables likely account for the remaining variance. Transformational leadership may function as a critical social job resource that influences both satisfaction and performance through individualized consideration and inspirational motivation (Bass & Riggio, 2006). Compensation adequacy and performance-based incentives represent extrinsic motivators that public sector employees frequently prioritize over intrinsic organizational factors (Mangkunegara, 2013; Rainey, 2003).

Digital literacy and technological self-efficacy are particularly salient in the KSOP context, where mastery of INAPORTNET, SIMKAPEL, and E-Pas Kecil directly affects employee capability to translate structural changes into performance outcomes (Cahyaningsih et al., 2020). Perceived organizational support and employee engagement may operate as parallel motivational mechanisms that either mediate or moderate the relationships tested in this study (Eisenberg et al., 2019; Schaufeli, 2017). Work-life balance, job security perceptions, and inter-agency coordination quality constitute additional contextual factors that shape employee attitudes and behaviors in maritime public service settings. Future research should incorporate these variables to enhance model explanatory power and provide a more comprehensive understanding of performance dynamics in public maritime bureaucracies undergoing digital and structural transformation.

### **Practical Implications**

The findings of this study yield several actionable implications for public sector maritime agencies, particularly KSOP Class III Tanjung Pakis and comparable institutions undergoing similar transformations, grounded in the JD-R framework's resource optimization logic. First, organizational change should be managed as a continuous resource provision process rather than a discrete event. The significant positive effect of organizational change on job satisfaction (H1 supported) indicates that employees respond favorably to well-communicated structural improvements, clearer task delineations, and technology-enabled service platforms.

However, the absence of significant direct and indirect effects on performance (H3 and H6 rejected) suggests that change implementation must be accompanied by sustained capacity-building interventions that transform satisfaction into performance. Management should invest in systematic training programs targeting digital competence in INAPORTNET, SIMKAPEL, and E-Pas Kecil operations, ensuring that the resource gains from improved work systems translate into measurable service outputs. This aligns with Armenakis & Bedeian (1999), who emphasize that change readiness depends on perceived benefit clarity and skill adequacy, and with the JD-R prediction that resources must be complementary and cumulative to activate the full motivational process (Bakker & Demerouti, 2018). Second, organizational culture emerges as the most reliable lever for performance enhancement. The significant direct effect of organizational culture on employee performance (H4 supported), coupled with its non-significant mediation through job satisfaction (H7 rejected), indicates that cultural interventions operate through normative and behavioral mechanisms rather than affective pathways. KSOP Class III Tanjung Pakis should therefore prioritize culture-based performance management by

embedding integrity, discipline, teamwork, and public service orientation into daily operational routines rather than treating them as abstract values. Concrete measures include integrating cultural indicators into performance appraisal systems, recognizing employees who exemplify cultural values, and establishing peer accountability mechanisms.

Schein (2010) argues that culture change requires visible artifacts and consistent reinforcement; thus, leadership modeling of desired behaviors becomes critical. This approach is consistent with Min et al. (2021), who found that culture-based performance management in Chinese public agencies was most effective when tied to behavioral metrics rather than attitudinal surveys. Third, the failure of job satisfaction to mediate performance relationships challenges conventional HR practices in Indonesian public administration that assume satisfaction automatically generates productivity. Given that satisfaction enhancement alone does not guarantee performance improvement, KSOP management should recalibrate employee welfare programs to link satisfaction more explicitly with productivity.

This may involve restructuring compensation systems to include performance-based components, providing autonomy in task execution, and establishing feedback loops where satisfied employees receive opportunities for meaningful contribution. Rainey (2003) notes that public sector performance management often suffers from weak incentive structures; addressing this gap could strengthen the satisfaction-performance connection that proved elusive in this study. The JD-R framework suggests that satisfaction must be coupled with growth opportunities and recognition resources to activate the motivational process (Bakker & Demerouti, 2018).

Fourth, the modest explanatory power of the model ( $R^2 = 0.269$  for performance) signals that substantial performance determinants remain outside the current analytical framework. Management should conduct diagnostic assessments to identify additional drivers such as transformational leadership (as a social resource), digital literacy (as a job-specific resource), inter-agency coordination quality, and community stakeholder pressure that may complement organizational and cultural factors. The adoption of balanced scorecard approaches incorporating multiple performance dimensions; service quality, timeliness, compliance, user satisfaction could provide more comprehensive performance management than reliance on organizational variables alone.

Finally, the unique context of maritime public service transformation suggests that replication and adaptation of these findings require sensitivity to sector-specific institutional arrangements. Other KSOP units undergoing UPP-to-KSOP transitions should benchmark the Tanjung Pakis experience while adjusting for local workforce characteristics, technological infrastructure maturity, and regional maritime traffic intensity. Cross-unit learning networks facilitated by Ditjen Hubla could accelerate effective change diffusion while preserving context-appropriate customization. The JD-R framework provides a useful diagnostic template for such benchmarking: units should assess their specific demand-resource configurations rather than assuming universal patterns.

## CONCLUSIONS

This study examined the effects of organizational change and organizational culture on employee performance, with job satisfaction as a mediating variable, at KSOP Class III Tanjung Pakis, Indonesia. The findings demonstrate that organizational change significantly enhances job satisfaction, while organizational culture exerts a direct positive effect on employee performance; however, job satisfaction fails to mediate either relationship, challenging established theoretical assumptions regarding the satisfaction-performance linkage in public sector contexts.

These results indicate that the transformation from UPP to KSOP, coupled with digital service implementation, creates favorable employee perceptions of work conditions, yet the translation of such perceptions into performance improvements requires stronger institutional mechanisms beyond affective states. The achievement of research objectives is partial: while direct effects are confirmed and the model exhibits acceptable fit, the non-significant mediation suggests that alternative theoretical frameworks such as those emphasizing normative compliance, institutional isomorphism, or resource-based mechanisms may better explain performance dynamics in highly regulated maritime bureaucracies undergoing simultaneous structural and technological transitions.

The implications extend to both theory and practice. Theoretically, this research contributes to organizational behavior literature by identifying boundary conditions for mediation models in public sector settings, where institutional constraints and service accountability may override individual psychological pathways. By integrating the job demands-resources model with institutional theory, this study demonstrates that the motivational process (resources → satisfaction → performance) is attenuated in bureaucratic contexts characterized by high procedural formalization and weak performance-linked incentives. This finding advances JD-R theory by specifying public sector institutionalization as a contextual boundary condition requiring theoretical refinement.

Several methodological limitations of this study warrant explicit acknowledgment. First, the modest explanatory power of the structural model ( $R^2 = 0.162$  for job satisfaction and  $R^2 = 0.269$  for employee performance) indicates that 83.8% and 73.1% of variance, respectively, remain unexplained by the current variables. While the model identifies meaningful predictors, substantial omitted variables such as transformational leadership, digital literacy, compensation adequacy, perceived organizational support, and job demands including workload intensity and bureaucratic red tape likely account for the residual variance, constraining the comprehensiveness of our conclusions. Second, the cross-sectional design precludes causal inference and temporal ordering; the relationships examined reflect associations at a single point in time rather than dynamic processes unfolding over the change implementation period. Employees may still be in early adaptation phases, and the full performance effects of restructuring may require 12–18 months to materialize, as suggested by prior public sector research. Third, the purposive sampling of 65 employees from a single KSOP unit, while yielding an adequate response rate (74.71% of the population) and satisfying statistical power requirements (G\*Power analysis), limits generalizability to other maritime public service contexts with differing institutional arrangements, workforce compositions, technological infrastructure maturity, and regional maritime traffic intensity.

Fourth, the reliance on self-reported questionnaire data for all constructs introduces potential common method bias, despite procedural remedies (temporal separation, varied scale anchors, pilot validation) and robust psychometric properties (outer loadings > 0.70, Cronbach's alpha > 0.89). Future research should incorporate multi-source data, including supervisor-rated performance and objective service quality metrics, to validate and extend these findings. Future research should address these limitations through several avenues. First, longitudinal designs should be adopted to capture temporal dynamics of change adaptation, testing whether the satisfaction-performance mediation emerges as employees progress from initial adjustment to sustained engagement.

Second, additional variables should be incorporated to enhance explanatory power, including transformational leadership as a social resource, digital competence as a job-specific resource, and bureaucratic red tape as a contextual demand. Third, multi-site comparisons across diverse KSOP units undergoing UPP-to-KSOP transitions should be conducted to assess the generalizability of findings and identify context-specific moderators. Fourth, mixed-methods approaches combining quantitative structural modeling with qualitative interviews would illuminate the mechanisms through which normative compliance and institutional constraints shape performance, providing richer theoretical grounding for the non-significant mediation pattern observed.

Practically, KSOP Class III Tanjung Pakis and comparable institutions should prioritize culture-based performance management and sustained capacity-building alongside structural reforms, recognizing that employee satisfaction, while valuable for retention and commitment, does not automatically generate performance gains without aligned skill development, autonomy provision, and performance-linked incentive systems. The JD-R framework provides a diagnostic tool for managers: rather than assuming that satisfaction enhancement alone drives performance, agencies should assess the cumulative availability of complementary resources; training, feedback, autonomy, recognition that activate the full motivational process. Cross-unit learning networks facilitated by Ditjen Hubla could accelerate effective change diffusion while preserving context-appropriate customization, provided that each unit evaluates its specific demand-resource configuration rather than adopting universal intervention templates.

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