

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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