



The Influence Of Organizational Culture And Job Characteristics On Employee Performance Through Motivation As An Intervening Variable In Bappedalitbang Of Karo District

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ABSTRACT

This study aims to examine the influence of organizational culture and job characteristics on employee performance with motivation as an intervening variable at BAPPEDALITBANG Karo Regency. Organizational culture and job characteristics are important factors that are thought to be able to influence employee performance both directly and indirectly through increased work motivation. Motivation as an intervening variable is considered to strengthen the relationship between organizational culture and job characteristics on employee performance. The research method uses a quantitative approach with a survey technique, where data are collected through questionnaires distributed to all employees at BAPPEDALITBANG Karo Regency. The research sample was taken using a purposive sampling technique. Data analysis was carried out using multiple regression and path analysis to test the relationship between independent variables, intervening variables, and dependent variables. The results show that organizational culture has a positive and significant effect on employee motivation and performance. In addition, job characteristics also have a significant positive effect on employee motivation and performance. Motivation is proven to play a role as an intervening variable that mediates the influence of organizational culture and job characteristics on employee performance. These findings emphasize the importance of strengthening organizational culture and improving job characteristics that



support motivation as an effective strategy in improving employee performance at BAPPEDALITBANG Karo Regency. This research provides a practical contribution to human resource management in creating a conducive work environment to achieve optimal performance.

Keywords: Organizational Culture, Job Characteristics, Performance and Motivation.

INTRODUCTION

Employee performance is a key factor in the success of an organization, including government agencies like the Karo Regency Planning, Research, and Development Agency (BAPPEDALITBANG). The high demands of public services and the complexity of tasks require employees to work effectively and efficiently to achieve organizational goals. However, in practice, various obstacles still affect employee performance, such as a lack of motivation and an unsupportive work environment.

Organizational culture is a collection of values, norms, and behaviors shared by members of an organization, which serve as guidelines for action and interaction. A positive organizational culture is believed to create a conducive work climate, thereby increasing employee motivation and performance. Furthermore, job characteristics—including aspects such as task diversity, autonomy, and feedback—also play a significant role in influencing employee job satisfaction and motivation.

Work motivation is the primary driver for employees to deliver their best performance. Previous research has shown that motivation can serve as an intervening variable linking organizational culture and job characteristics to employee performance. In other words, organizational culture and job characteristics can indirectly improve performance through increased motivation.

In the Karo Regency Development Planning Agency (BAPPEDALITBANG), it is important to understand how organizational culture and job characteristics influence employee performance, particularly through the role of motivation. This understanding will assist management in formulating more effective human resource development strategies, thereby improving productivity and the quality of public services. Therefore, this study was conducted to empirically examine the influence of organizational culture and job characteristics on employee performance, with motivation as an intervening variable in the Karo Regency Development Planning Agency (BAPPEDALITBANG).



LITERATURE REVIEW

1. Performance

In modern management literature, employee performance is defined as the work results obtained by individuals or groups in carrying out their duties/responsibilities, which include aspects of quality, quantity, timeliness, and compliance with established standards, as well as contributions to the organization's strategic goals. For example, in the study "Employee Performance Determination: The Role of Competence and Career Development" (2024), it was found that performance is positively influenced by competence and career development, where performance is measured through work results in quantity and quality according to organizational standards.

In addition, the study "Employee Performance: What Influences It?" states that employee performance is not only about tangible results (output), but also about work behavior, discipline, commitment, and other intrinsic variables that influence how effectively tasks are completed.

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Furthermore, in the context of public governance, the definition of performance is often associated with service effectiveness, accountability, and compliance with regulations, as discussed in research on the effectiveness of civil servant (PNS) performance based on applicable civil service laws.

Theoretically, Armstrong and Baron's definition of performance remains relevant: they state that performance encompasses both the work performed and its outcomes, with a strong link to strategic objectives, stakeholder satisfaction, and the organization's economic contribution. However, recent research highlights the importance of motivational dimensions, organizational support (including organizational culture), and job characteristics in bridging the gap between human resources and optimal performance outcomes.

2. Organizational Culture

Organizational culture is a fundamental element that shapes an organization's identity, behavior, and strategic direction. Generally, organizational culture is defined as a system of values, beliefs, norms, and habits that develop within an organization and serve as behavioral guidelines for all its members in carrying out their duties and interacting with one another. According to Sudarsono (2019), organizational culture is a set of values and norms that serve as guidelines for the thinking and actions of organizational members, indirectly determining how individuals face internal and



external challenges. This view aligns with Mahardani and Rosemella (2021), who state that organizational culture is a mechanism for controlling collective behavior that directs overall organizational performance toward achieving its stated vision and mission. From the perspective of Robbins and Judge (2017), organizational culture encompasses seven key characteristics: innovation and risk-taking, attention to detail, results orientation, individual orientation, team orientation, aggressiveness, and stability, which collectively influence how an organization operates and makes decisions. Furthermore, research conducted by Santoso et al. (2018) shows that a strong organizational culture can increase employee loyalty and motivation and create high social cohesion among organizational members. Thus, organizational culture not only plays a role in shaping individual behavior but also contributes significantly to the organization's overall performance and effectiveness. In the context of public organizations, such as the Karo Regency Regional Development Planning Agency (BAPPEDALITBANG), understanding organizational culture is crucial in creating an adaptive, productive, and service-oriented work environment.

3. Job Characteristics

Job characteristics are a crucial aspect of human resource management and organizational behavior, as they directly influence employee work experience, satisfaction, motivation, and performance. Conceptually, job characteristics refer to the core attributes or dimensions of a job that determine the extent to which the job provides meaning, responsibility, and tangible results for the individual performing it. The most widely referenced classical theory is Job Characteristics Theory (JCT) developed by Hackman and Oldham (1976). Although proposed decades ago, it remains relevant in the literature today. This theory states that there are five core dimensions in job characteristics: skill variety, task identity, task significance, autonomy, and feedback (Hackman & Oldham in Robbins & Judge, 2017). According to this theory, when a job possesses a high level of these five dimensions, it will encourage intrinsic motivation and improve employee performance.

In the development of contemporary theory, literature from 2015 to 2025 shows that approaches to job characteristics are increasingly broad and complex. For example, Parker et al. (2021) in the SMART Work Design model developed five modern work principles that reflect job characteristics that are adaptive to today's work environment: Stimulating (challenging and varied work), Mastery (providing opportunities to develop skills), Autonomous (providing autonomy), Relational (supporting social relationships), and Tolerable demands (realistic and not burdensome workload). This model is a refinement of the classic approach by adding social and emotional



dimensions that are highly relevant in the modern work context, especially in public organizations. Furthermore, according to Humphrey, Nahrgang, and Morgeson (2017), job characteristics are now not only limited to motivational dimensions but also include social (such as interdependence, social support) and contextual (such as the physical work environment and technology) aspects. This indicates a conceptual expansion of job factors that can influence individual behavior and performance.

In the context of government organizations such as the Karo Regency Development Planning Agency (BAPPEDALITBANG), job characteristics are crucial to study because bureaucratic structures that tend to be rigid and procedural often lead to minimal autonomy and poor feedback on work results. This results in decreased employee motivation and low productivity. According to recent research by Wahyuni and Faturohman (2023), good job characteristics contribute positively to increased work motivation and have direct implications for improving employee performance, especially when supported by a conducive organizational climate. Therefore, a comprehensive understanding of job characteristics is not only crucial for redesigning employee tasks and functions but also strategic for improving overall organizational effectiveness.

Thus, based on a review of various literature and expert views, job characteristics can be defined as a set of job dimensions that include skill variety, task identity, task significance, autonomy, feedback, and social and contextual elements, which together shape an individual's perception of the meaning, responsibility, and effectiveness of work. Understanding these characteristics is important not only in increasing motivation and job satisfaction, but also in shaping productive and innovative work behavior in both public and private sector organizations.

4. Motivation

Work motivation is one of the most important psychological factors in organizations, directly influencing employee behavior, morale, and productivity. In an organizational context, motivation is understood as the internal and external forces that drive individuals to act consciously to achieve specific goals, both for personal and organizational benefit. Robbins and Judge (2017) define motivation as a process that explains the intensity, direction, and persistence of an individual's efforts to achieve a goal. This definition is widely used in modern management literature because it emphasizes three key aspects: how strong the drive is (intensity), where the energy is directed (direction), and how long the effort is maintained (persistence). Within this framework, work motivation is not simply about the desire to work, but more deeply concerns why someone does a particular job, how they approach it, and how they overcome obstacles to complete it.



Contemporary literature shows that motivation is influenced by various factors, both from within the individual (intrinsic motivation) and from outside (extrinsic motivation). According to Deci and Ryan's Self-Determination Theory, further developed in the 2015–2020 era, intrinsic motivation arises from an internal drive to fulfill three basic psychological needs: competence, autonomy, and relatedness. In recent studies, such as those presented by Wahyuni and Faturahman (2023), intrinsic motivation has been shown to be more effective in driving long-term performance because it is based on a sense of satisfaction, meaningfulness, and self-development in work. In contrast, extrinsic motivation is more directed at incentives such as salary, bonuses, recognition, and job promotions. Although short-term, extrinsic motivation remains important, especially in the context of government bureaucracy where reward and punishment systems still play a role in shaping work behavior.

Several studies in Indonesian public organizations have also shown that employee work motivation can be influenced by leadership style, organizational culture, task clarity, and job characteristics. In a study by Mardiana et al. (2021), civil servant work motivation was significantly influenced by perceptions of organizational justice and career development opportunities. Similarly, a study by Ningsih and Nugroho (2020) found that high employee motivation significantly increased commitment and work performance, especially when supported by a supportive work environment and a fair evaluation system. This reinforces the understanding that motivation does not operate in a vacuum but is strongly influenced by the organizational context.

By considering the views of various experts and empirical findings, work motivation can be formulated as a dynamic process that reflects a combination of drives from within an individual and influences from the work environment, which consciously direct, drive, and maintain work behavior to achieve desired goals. Motivation has a strategic role in organizations, because it is a bridge between various organizational factors (such as organizational culture and job characteristics) with individual outputs such as satisfaction, commitment, and performance. In the context of BAPPEDALITBANG Karo Regency, where the effectiveness of public services is highly dependent on employee performance, understanding motivation is very important for designing more effective, fair, and results-oriented human resource management policies.

METHODS

This study uses an associative approach, which is an approach that aims to determine the relationship or influence between two or more variables, especially between independent and dependent variables. In the context of this study, the independent variables consist of X1



(Organizational Culture) and X2 (Job Characteristics), with Z (Motivation) as the intervening variable, and Y (Employee Performance) as the dependent variable.

• Population and Sample

In a study, a population is the entirety of subjects or objects that possess certain characteristics and become the focus of research, either as a whole or in part. According to Sugiyono (2017), a population is a generalized area consisting of objects or subjects possessing certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. Meanwhile, a sample is a portion of the population taken using certain techniques and is considered capable of representing the characteristics of the entire population. In this study, the population in question is all employees at the Karo Regency Planning, Research, and Development Agency (BAPPEDALITBANG). The sampling technique used was total sampling, considering the relatively small population size. The sample used in this study amounted to 33 employees, all of whom served as research respondents. Data collection was carried out in October 2024, with the aim of obtaining an accurate picture of the influence of organizational culture and job characteristics on employee performance through motivation as an intervening variable.

• Data collection

The data collection methods in this study were conducted through two main methods. First, a questionnaire was used, a list of questions specifically designed to gather information directly from employees. Second, a documentation study was conducted, which involved collecting secondary data from various official documents and company or agency archives relevant to the research needs.

RESULTS

Path Analysis of Sub Model

Test Results *Model Summary* Sub Model

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.729 ^a	.531	.482	.627

a. Predictors: (Constant), Motivation, Organizational Culture, Job Characteristics



Based on the results of the regression analysis, the correlation coefficient (R) value of 0.729 indicates a fairly strong positive relationship between motivation, organizational culture, and job characteristics with the dependent variable. The R Square value of 0.531 indicates that approximately 53.1% of the variation in the dependent variable can be explained by these three variables, while the Adjusted R Square of 0.482 corrects this value by considering the number of variables and sample size. This indicates a fairly good regression model in explaining the influence of independent variables on the dependent variable, with a standard error of the estimate of 0.627 which reflects the level of accuracy of the model's predictions.

According to Robbins and Judge (2017), motivation is a key factor driving work behavior and significantly influences individual performance within an organization. Organizational culture also plays a crucial role in shaping employee attitudes and behavior, as explained by Schein (2010), who states that organizational culture provides a framework of values and norms that influence how employees work. Furthermore, job characteristics, according to Hackman and Oldham (1980), can increase intrinsic motivation and job satisfaction through aspects such as task variety and autonomy, which ultimately impact employee performance. Thus, the results of this analysis align with literature findings showing that the combination of these factors significantly influences work outcomes within an organization.

Sobel Test

Sobel Test Results

Variables	Unstandardized	Std. Error	Test Statistics	Std. Error	P-Value
Organizational Culture on Motivation	0.084	0.031	2,257	0.034	0.023
Motivation for Performance	0.919	0.225			
Job Characteristics on Motivation	0.100	0.026	2,800	0.032	0.005
Motivation for Performance	0.919	0.225			

Source: Data Processed With *Calculation for the Sobel Test* , 2025

Data analysis shows that organizational culture has a positive and significant influence on motivation with a regression coefficient of 0.084 and a p-value of 0.023 ($p < 0.05$). This indicates that the stronger the organizational culture implemented, the higher the employee motivation. This finding is in line with the opinion of Robbins and Judge (2017) who stated that organizational culture forms a work environment that influences employee attitudes and motivation. Furthermore,



job characteristics also have a significant positive influence on motivation with a coefficient of 0.100 and a p-value of 0.005, which supports the theory of Hackman and Oldham (1980) that aspects of work such as task variety and autonomy can increase employee intrinsic motivation. Motivation itself has a strong influence on performance, indicated by a coefficient of 0.919, which means that increased motivation significantly improves employee performance. According to Luthans (2011), motivation is the main factor that drives productivity and the achievement of organizational goals. Thus, these data strengthen the concept that organizational culture and job characteristics indirectly improve performance by increasing employee motivation.

DISCUSSION

1. The Influence of Organizational Culture on Motivation

Based on the data obtained, organizational culture has a positive and significant influence on motivation, with a regression coefficient of 0.084 and a p-value of 0.023, which means the relationship is statistically acceptable at the 5% significance level. This indicates that the stronger and more positive the organizational culture implemented, the higher the level of employee motivation within the organization. This opinion is supported by Robbins and Judge (2017), who stated that organizational culture plays a significant role in creating a supportive work environment and influencing employee attitudes and motivation. A good organizational culture can create a sense of togetherness, trust, and commitment that ultimately increases work motivation. Thus, the results of this analysis confirm that strengthening organizational culture is one of the strategic keys in effectively increasing employee motivation.

2. Job Characteristics on Motivation

Based on the data obtained, job characteristics show a positive and significant influence on motivation with a regression coefficient of 0.100 and a p-value of 0.005, meaning this relationship is statistically significant at the 1% significance level. This indicates that improving the quality of job characteristics, such as task variety, autonomy, and feedback, can significantly increase employee motivation. This opinion is in line with the theory of Hackman and Oldham (1980), which emphasizes that well-designed job characteristics can increase employee intrinsic motivation by fulfilling basic psychological needs in the job. Challenging and meaningful job characteristics make employees feel more involved and motivated to achieve optimal performance. Therefore, the results of this analysis reinforce the importance of effective job design as one of the main factors in increasing employee motivation in an organizational environment.



3. The Influence of Organizational Culture on Performance through Motivation

Based on the data obtained and the results of the Sobel mediation test, organizational culture has a positive effect on performance through motivation as a mediating variable. The regression coefficient of organizational culture on motivation is 0.084 with a p-value of 0.023, indicating that organizational culture significantly increases employee motivation. Furthermore, motivation has a strong influence on performance with a coefficient of 0.919. This means that a strong and positive organizational culture indirectly improves employee performance by increasing their motivation.

This opinion aligns with the literature stating that organizational culture creates a conducive work environment for building employee motivation and commitment (Robbins & Judge, 2017). Furthermore, according to Schein (2010), organizational culture serves as a foundation of values and norms that influence employee behavior and work enthusiasm. Motivation as a mediator is also supported by Luthans (2011), who emphasized that motivation is a key factor driving productivity and achieving organizational goals. Therefore, the influence of organizational culture on performance through motivation is an important mechanism that must be considered in efforts to improve organizational effectiveness.

4. The Influence of Job Characteristics on Performance through Motivation

Based on the available data, job characteristics have a positive and significant effect on motivation with a regression coefficient of 0.100 and a p-value of 0.005, while motivation has a strong influence on performance with a coefficient of 0.919. This indicates that good job characteristics—such as task variety, autonomy, and feedback—indirectly improve employee performance by increasing motivation. This opinion is in line with the theory of Hackman and Oldham (1980), which explains that adequate job design can increase employee intrinsic motivation, so they feel more involved and enthusiastic in their work. In addition, Luthans (2011) emphasized that motivation plays a key role in increasing employee productivity and performance. Therefore, it can be concluded that well-designed job characteristics play a significant role in driving motivation, which then has a positive impact on improving employee performance in the organization.



CONCLUSION

Based on the research results and data analysis, it can be concluded that organizational culture and job characteristics have a positive and significant influence on employee motivation. A strong and positive organizational culture can create a supportive work environment, increasing a sense of community, trust, and commitment among employees, thus boosting their motivation. In addition, well-designed job characteristics—including task variety, autonomy, and clear feedback—also contribute significantly to increasing employee intrinsic motivation. Motivation, as a mediating variable, plays a crucial role in bridging the influence of organizational culture and job characteristics on employee performance. The data show that motivation has a very strong influence on performance improvement, meaning that without adequate motivation, the direct influence of organizational culture and job characteristics on performance tends to be less than optimal. Thus, improving employee performance depends not only on external factors such as the organizational environment and job design, but also on the level of motivation possessed by the individual. Practically, organizations need to prioritize the development of a positive work culture and design challenging and meaningful work to be able to increase employee motivation. This step is expected to encourage employees to work more productively and achieve optimal results. This conclusion is also in line with the views of experts such as Robbins and Judge (2017), Hackman and Oldham (1980), and Luthans (2011) who emphasize the importance of organizational culture, job characteristics, and motivation in improving overall organizational performance.

LIMITATIONS

Based on research findings showing that organizational culture and job characteristics significantly influence motivation, which in turn impacts employee performance, several recommendations can be made to improve organizational effectiveness. First, management needs to strengthen a positive organizational culture by instilling values that support openness, cooperation, and appreciation for employee contributions. This can be achieved through training, effective internal communication, and rewards for behavior consistent with the company culture. With a strong culture, employee motivation will naturally increase. Second, regarding job characteristics, organizations are advised to design more varied and challenging jobs and provide employees with adequate levels of autonomy. Providing regular constructive feedback is also crucial to help employees understand their accomplishments and areas for improvement. This will increase intrinsic motivation and a sense of ownership over their work, thereby encouraging continuous performance improvement.



Third, organizations need to periodically evaluate employee motivation levels, either through surveys or interviews, to identify potential obstacles and take appropriate action promptly. This way, solutions can be more targeted and effective in improving performance. Overall, the combination of strengthening organizational culture and improving job design that focuses on increasing employee motivation is an effective strategy to overcome productivity problems and achieve organizational goals optimally.

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