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The Influence of Organizational Culture and Motivation on the Performance of DISKOMLEKAU (Indonesian Air Force Communications and Electronics Service) Employees With the Mediation of Job Satisfaction

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Abstract: The purpose of this study is to analyze the influence of organizational culture and motivation on the performance of Diskomleka (the Directorate of Communication and Electronics of the Indonesian Air Force), with job satisfaction as the mediating variable. The study used a quantitative approach with a survey method to collect data from Diskomleka members. Data analysis techniques used included validity and reliability tests, linear regression, and mediation analysis using the Sobel test to examine the role of job satisfaction in the relationship between independent and dependent variables. The results of the study showed that organizational culture has a positive and significant effect on job satisfaction, with a regression coefficient of 0.999, a t-statistic of 14.582, and an R^2 of 0.678. Motivation also positively and significantly influenced job satisfaction, with a regression coefficient of 0.944, a t-statistic of 18.599, and an R^2 of 0.774. Additionally, organizational culture positively and significantly influences performance, with a regression coefficient of 1.173, a t-statistic of 13.132, and an R^2 of 0.631. Work motivation also positively and significantly influences performance, with a regression coefficient of 1.064, a t-statistic of 14.109, and an R^2 of 0.663. The results of the mediation test showed that job satisfaction significantly mediated the influence of organizational culture on performance, with a Sobel z-value of 2.869 and a p-value of 0.004. Job satisfaction also significantly mediates the effect of motivation on performance, with a Sobel z-value of 4.212 and a p-value of 0.000. These findings confirm that job satisfaction is an important mechanism in strengthening the influence of organizational culture and motivation on the performance of Diskomleka members.

Keywords: Job Satisfaction, Motivation, Organizational Culture, Performance

INTRODUCTION

The Indonesian Air Force (TNI AU) carries out strategic functions in carrying out air defensive operations, enforcing the rule of law, securing national airspace sovereignty, and developing and strengthening air capabilities based on the provisions of Law Number 34 of 2004. The Air Force Communications and Electronics Directorate (Diskomleka) as the central

implementing unit of the TNI AU has responsibility for the development and operation of communication and electronics infrastructure, including maintenance and innovation of communication devices, navigation systems, avionics, radar technology, simulation devices, and other operational support systems.

The evolution of electronics technology, which is experiencing accelerated complexity, requires Diskomleka human resources to have superior capabilities, both in terms of technical dimensions and adaptability to the latest technological innovations. Therefore, human resource capacity development is a fundamental strategic agenda to ensure the effective achievement of the Indonesian Air Force's mission. Individual performance, based on Mangkunegara's (2000) perspective, represents the degree of achievement of an individual in realizing organizational goals, which is influenced by organizational culture, work motivation, and job satisfaction levels.

Organizational culture plays a fundamental role in constructing work behavior patterns and institutional effectiveness (Robbins & Judge, 2007). Work motivation, as outlined in Herzberg's (1959) bifactor theory, also significantly influences job satisfaction and performance. Several empirical studies indicate a positive correlation between organizational culture and motivation on job satisfaction and performance, although inconsistent results have been found across studies (a research gap).

Empirical conditions at the Communications and Information Technology Office (Diskomleka) throughout the 2021–2024 period show that personnel performance has not yet reached optimal standards, as reflected in the absenteeism rate of 65.33%, disciplinary violations of 25.21%, timely task completion accuracy of 85.95%, and non-compliance with security protocols of 10.55%. This phenomenon has the potential to disrupt the stability of critical systems and institutional professionalism. Therefore, job satisfaction is predicted to function as a mediating variable in the relationship between organizational culture and work motivation on personnel performance, with the aim of optimizing the effectiveness and reliability of the Communications and Information Technology Office (Diskomleka).

The novelty of this research lies in examining job satisfaction as a mediating variable in the relationship between organizational culture and work motivation on personnel performance in a high-technology military unit (Diskomleka TNI AU), by integrating the dimensions of organizational behavior and operational performance. The limitations of this research focus on the specifics of the research object used.

METHOD

This study applies a quantitative approach with a causal-comparative design that aims to examine the influence of organizational culture and work motivation on the performance of members of the Indonesian Air Force's Communications and Information Technology (Diskomleka), with job satisfaction as an intervening variable. The data analyzed are primary data collected through the distribution of questionnaires using a seven-level Likert scale, which is designed to measure the constructs of organizational culture, work motivation, job satisfaction, and member performance.

The population in this study included all 166 Diskomleka personnel. A purposive sampling technique was used to select 100 respondents, based on the criteria of a minimum of five years of service and direct involvement in the communications and electronics sector. These criteria were established to ensure respondents had adequate experience and understanding of the organization's conditions and the work they were doing.

Data processing and analysis were performed using SPSS software, including descriptive statistical analysis, validity and reliability testing of research instruments, and multiple linear regression analysis. Hypothesis testing was conducted using t-tests and F-tests to determine the partial and simultaneous effects between variables, as well as coefficient of

determination (R^2) analysis to measure the model's ability to explain performance variability. Furthermore, a mediation test was used to analyze the role of job satisfaction in mediating the influence of organizational culture and work motivation on the performance of Diskomlekau members.

RESULTS AND DISCUSSION

Organizational culture can be understood as a set of values, norms, and behavioral patterns adopted and implemented by members of the organization, which serve as guidelines for thinking and acting, as well as a mechanism for controlling work behavior (Sarpin, 1995). Alignment between organizational values and individual values has the potential to increase work engagement, create a sense of comfort, and foster job satisfaction, which ultimately contribute to improved performance. In a high-tech military organizational environment such as Diskomlekau, the existence of an organizational culture that is adaptive to change, upholds discipline, and is oriented towards achieving results is a crucial factor in supporting the effectiveness and success of personnel performance.

Work motivation refers to the driving forces originating from within and outside an individual that influence the intensity, direction, and persistence of work behavior. Herzberg's (1959) two-factor theory distinguishes between motivating factors, which contribute to job satisfaction, and hygiene factors, which help prevent dissatisfaction. Personnel with high levels of work motivation tend to have a positive attitude toward their work, experience greater satisfaction, and demonstrate optimal performance. Job satisfaction reflects an individual's subjective assessment of various aspects of their work and serves as a psychological mechanism linking the influence of organizational culture and work motivation to performance. Performance is defined as the level of work achievement in accordance with organizational standards, reflected in aspects of productivity, discipline, timeliness, and work quality (Mangkunegara, 2005).

Conceptually, organizational culture and work motivation are positioned as antecedent variables that influence job satisfaction and performance, both directly and through indirect mechanisms. A strong organizational culture, accompanied by high work motivation, can create a positive psychological condition in the form of job satisfaction, which in turn encourages increased personnel performance. Based on this framework, the hypothesis is formulated that organizational culture and work motivation have a positive effect on job satisfaction (H1 and H2) and performance (H3 and H4). In addition, job satisfaction is assumed to have a positive effect on performance (H5) and acts as a mediating variable that explains and strengthens the influence of organizational culture and work motivation on personnel performance (H6 and H7).

Table 1. Regression Test

Equation Results	Model Testing			Relationship between variables	Constant	Regression Test		Note
	Adjusted R Square	F Count	Sig.			Beta	Sig.	
Y1=0.344+0.999X1+e	0.678	212,646	0.000	Organizational Culture --> Job Satisfaction	0.344	0.999	0.000	Hypothesis 1 Accepted
Y1=2.667+0.944X2+e	0.774	345,914	0.000	Motivation --> Job Satisfaction	2,667	0.944	0.000	Hypothesis 2 Accepted
Y2=27.708+1.173X1+e	0.631	172,442	0.000	Organizational Culture --> Performance	27,708	1,173	0.000	Hypothesis 3 Accepted

Y2=32,8 26+1,064 X2+e	0.663	199,067	0.000	Motivation --> Performance	32,826	1,064	0.000	Hypothesis 4 Accepted
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The results of empirical testing indicate that organizational culture (X1) and work motivation (X2) have a positive and significant effect on job satisfaction (Y1) and personnel performance (Y2). Organizational culture has been shown to have a very strong influence on job satisfaction ($\beta = 0.999$; $t = 14.582$; $p < 0.05$; $R^2 = 0.678$), which indicates that values, norms, and behavioral patterns internalized within the organization have a substantial contribution in shaping personnel's positive attitudes and perceptions of their work. An organizational culture that is structured, consistent, and aligned with the values of military professionalism can create a sense of security, increase emotional attachment, and build perceptions of justice, which ultimately encourages increased job satisfaction. In line with this, work motivation also showed a very significant influence on job satisfaction ($\beta = 0.944$; $t = 18.599$; $p < 0.05$; $R^2 = 0.774$), which confirms that intrinsic and extrinsic motivations—such as recognition, responsibility, and opportunities for self-development—play an important role in shaping the level of job satisfaction of Diskomleka personnel. This finding is consistent with Herzberg's two-factor theory which places motivation as the main determinant in the formation of job satisfaction.

In addition to impacting job satisfaction, organizational culture and work motivation were also shown to have a significant direct influence on personnel performance. Organizational culture had a positive and significant influence on performance ($\beta = 1.173$; $t = 13.132$; $p < 0.05$; $R^2 = 0.631$), indicating that internalization of organizational values, implementation of work discipline, and effectiveness of organizational interaction patterns contribute to increased productivity, timeliness, and quality of work results. Work motivation also had a significant influence on performance ($\beta = 1.064$; $t = 14.109$; $p < 0.05$; $R^2 = 0.663$), indicating that personnel with high levels of motivation tend to demonstrate greater effort intensity, stronger commitment, and higher achievement orientation. However, although the direct influence was significant, the test results showed that the relationship between these variables became stronger and more meaningful when job satisfaction was included as an intervening variable.

The Sobel test results confirm that job satisfaction acts as a significant mediator in the relationship between organizational culture and performance ($z = 2.869$; $p = 0.004$), as well as between work motivation and performance ($z = 4.212$; $p = 0.000$). Theoretically, these findings reinforce the view that job satisfaction functions as an affective mechanism that bridges the influence of structural and psychological factors on performance output. In the context of a military organization such as Diskomleka, which is characterized by a hierarchical command system, high levels of discipline, and complex operational pressures, job satisfaction acts as an internal factor that balances task demands with the psychological needs of personnel. Without adequate levels of job satisfaction, a strong organizational culture and high work motivation have the potential to only produce normative compliance, without optimally driving sustainable performance.

The theoretical implications of these findings suggest that performance in military organizations cannot be explained solely through structural and normative approaches. Job satisfaction has been shown to play a strategic role as an intervening variable that transforms organizational cultural values and motivational drives into productive and high-quality work behavior. These findings broaden the study of human resource management in the defense sector by emphasizing the importance of the affective and psychological dimensions of personnel in modern military performance systems, particularly in high-tech units that demand high levels of precision, coordination, and reliability such as Diskomleka. Thus, this study provides a theoretical contribution in enriching the understanding of the role of job satisfaction

as a key link between organizational culture, work motivation, and performance in the context of military organizations.

CONCLUSION

The conclusion of this study explains that organizational culture and motivation play an important role in improving job satisfaction and member performance. Organizational culture has been proven to have a positive and significant effect on job satisfaction, indicating that the implementation of conducive values, norms, and work patterns can create a comfortable work environment and increase members' sense of belonging to the organization. Motivation also has a positive and significant effect on job satisfaction. This indicates that motivational factors, both intrinsic and extrinsic, play a role in shaping members' feelings of satisfaction with their work. Members with high motivation tend to be more enthusiastic, feel appreciated, and have a higher level of job satisfaction, making motivation an important factor in improving the quality of work experience. In addition, organizational culture and motivation have a direct positive and significant effect on the performance of Diskomlekau members. These findings confirm that a strong organizational culture and high work motivation can encourage members to work more effectively, be disciplined, and be oriented towards achieving optimal work results.

Job satisfaction also plays a strategic role as a mediating variable. Job satisfaction has been shown to have a positive effect on performance and significantly mediates the influence of organizational culture and motivation on performance. This indicates that performance improvement is not only directly influenced by organizational culture and motivation, but also through increased job satisfaction. Thus, job satisfaction is a key variable that bridges the relationship between organizational culture, motivation, and performance. Therefore, Diskomlekau management is advised to strengthen organizational culture, improve motivation systems, and manage the factors that shape job satisfaction in an integrated manner to continuously improve member performance.

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