



Organisational Culture as a Selective Moderator of Psychological and Compliance Based Drivers of Operational Performance

Endang Mawar Melati¹, Khuzaini^{2*}

^{1,2}Magister Management, Sekolah Tinggi Ilmu Ekonomi Indonesia (STIESIA) Surabaya, Indonesia

Email: ¹rosejasmine795@gmail.com, ²khuzaini@stiesia.ac.id,

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ABSTRACT

Purpose: This study examines the effects of work motivation, job satisfaction, and work discipline on employee operational performance and tests the selective moderating role of organisational culture.

Method: An explanatory cross-sectional survey involved 182 operational employees selected by simple random sampling from a population of 335 employees at PT Mulia Oto Partindo. Five-point Likert data were analysed using Pearson item-total validity, Cronbach's alpha, multiple regression, and moderated regression analysis (MRA).

Findings: Motivation and job satisfaction positively affected operational performance, whereas work discipline was not significant. Organisational culture strengthened the effects of motivation and job satisfaction, but not the effect of discipline. The model explained 50.0% of the variance in performance (adjusted $R^2 = 0.483$).

Novelty: The study identifies a boundary condition in which culture amplifies discretionary psychological energy but contributes less to compliance already embedded in formal procedures.

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INTRODUCTION

Operational performance reflects the reliability, quality, timeliness, productivity, and procedural consistency of daily work. At PT Mulia Oto Partindo, this issue is visible in April 2026 attendance and staffing records. Fourteen employees accumulated 23 unexplained absence days, several employees attended only 4-11 days in the month, short-term absence reached 66 days, and annual or scheduled leave totalled 120 days. Operational exposure is concentrated because 104 of 143 employees recorded in the operational attendance profile (72.7%) were dump-truck drivers. When employees in critical positions are absent, work is redistributed to those present, increasing fatigue and the risk of delays, lower quality, and reduced fleet productivity.

The pattern suggests a linked rather than isolated human-resource problem. Low attendance may indicate weak motivation, dissatisfaction with work conditions or rewards, inconsistent discipline, and incomplete internalisation of organisational values. Recent research shows that employee performance

*Corresponding Author: khuzaini@stiesia.ac.id

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depends on the interaction between individual psychological resources and contextual support rather than on a single practice (Diamantidis & Chatzoglou, 2019; Talebzadeh & Karatepe, 2020; Asamani et al., 2025). Motivation supplies direction and persistence, while job satisfaction supports psychological availability for productive work. Discipline protects process stability through punctuality, responsibility, and compliance.

Organisational culture provides the shared norms through which employees interpret goals, rewards, teamwork, and accountability. Evidence indicates that culture is associated with productivity, satisfaction, and performance, but its influence depends on the behavioural mechanism involved (Mesfin et al., 2020; Abane et al., 2022; Bagga et al., 2023). Culture may channel motivated effort and satisfied employees' discretionary contributions more strongly than it affects discipline already governed by schedules, sanctions, and standard operating procedures.

Prior findings are not uniform. Motivation and job satisfaction are commonly associated with better performance (Paaïs & Pattiruhu, 2020; Pacheco et al., 2023; Asamani et al., 2025), whereas the observed effect of discipline varies by context and by the maturity of formal controls. Studies also tend to examine organisational culture as a direct predictor or mediator, leaving its simultaneous moderating role across motivation, satisfaction, and discipline less clearly explained (Wahjoedi, 2021; Bagga et al., 2023). This inconsistency creates a theoretical and practical gap concerning whether culture strengthens all employee attributes equally.

This study addresses that gap by testing three direct relationships and three cultural interaction effects in one moderated regression model. Its novelty lies in distinguishing psychological activation from baseline compliance. Motivation and satisfaction contain discretionary energy that culture can direct towards shared goals, whereas discipline may already be institutionalised through formal procedures. The study therefore asks which employee drivers affect operational performance and under which relationships organisational culture creates additional value.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Operational performance

Operational performance is the degree to which employees produce accurate, timely, productive, and procedurally reliable outcomes. It connects employee behaviour with process quality, dependability, resource utilisation, and target achievement. Diamantidis and Chatzoglou (2019) show that job environment, management support, adaptability, intrinsic motivation, and job-related conditions jointly explain employee performance. Talebzadeh and Karatepe (2020) further demonstrate that social support and work engagement affect several performance outcomes. Operational performance should therefore be analysed as a result of both individual resources and organisational conditions.

Work motivation and operational performance

Work motivation concerns the forces that initiate, direct, and sustain effort. Contemporary evidence indicates that motivation contributes to performance when employees understand role expectations, possess adequate resources, and perceive that effort can produce valued outcomes (Paaïs & Pattiruhu, 2020; Asamani et al., 2025). In operational settings, achievement orientation, persistence, development needs, and willingness to contribute should improve attention, problem solving, and target completion. Therefore, the first hypothesis is formulated as follows:

H1: Work motivation positively and significantly affects operational performance.

Job satisfaction and operational performance

Job satisfaction is an employee's evaluative and affective response to the job, including compensation, work conditions, supervision, coworker relations, and opportunities for growth. Satisfaction preserves attention and cooperation by reducing withdrawal and enabling employees to invest more of their capacity in task performance. Purnomo et al. (2020), Wahjoedi (2021), and Pacheco et al. (2023) report



that satisfaction is closely connected with performance and with the organisational context that shapes employee attitudes. Therefore, the second hypothesis is formulated as follows:

H2: Job satisfaction positively and significantly affects operational performance.

Work discipline and operational performance

Work discipline reflects punctuality, responsible use of time, compliance with rules, and adherence to standard operating procedures. Discipline reduces preventable variation and protects safety, continuity, and coordination. However, its statistical contribution may be weak when compliance is already a minimum employment requirement or when employee discipline is relatively homogeneous. This makes discipline theoretically important but empirically contingent. Therefore, the third hypothesis is formulated as follows:

H3: Work discipline positively and significantly affects operational performance.

The moderating role of organisational culture

Organisational culture consists of shared values, expectations, and practices that define appropriate behaviour. Culture can make goals meaningful, clarify priorities, strengthen cooperation, and convert employee attitudes into coordinated action. Recent studies associate supportive or performance-oriented cultures with satisfaction, engagement, productivity, and employee performance (Mesfin et al., 2020; Abane et al., 2022; Bagga et al., 2023). Culture should strengthen motivation when shared goals focus employee effort and should strengthen satisfaction when supportive norms enable employees to reciprocate through higher performance. Therefore, the fourth and fifth hypotheses are formulated as follows:

H4: Organisational culture positively moderates the effect of motivation on operational performance.

H5: Organisational culture positively moderates the effect of job satisfaction on operational performance.

Culture may also strengthen discipline when safety, precision, and accountability are internalised as shared values. Yet a substitution effect is possible: where discipline is already enforced through schedules, supervision, sanctions, and SOPs, stronger culture may add little explanatory value. Testing this relationship establishes whether culture is a universal or selective moderator. Therefore, the sixth hypothesis is formulated as follows:

H6: Organisational culture positively moderates the effect of work discipline on operational performance.

The six hypotheses form a model in which work motivation, job satisfaction, and work discipline predict operational performance directly, while organisational culture changes the strength of each relationship.

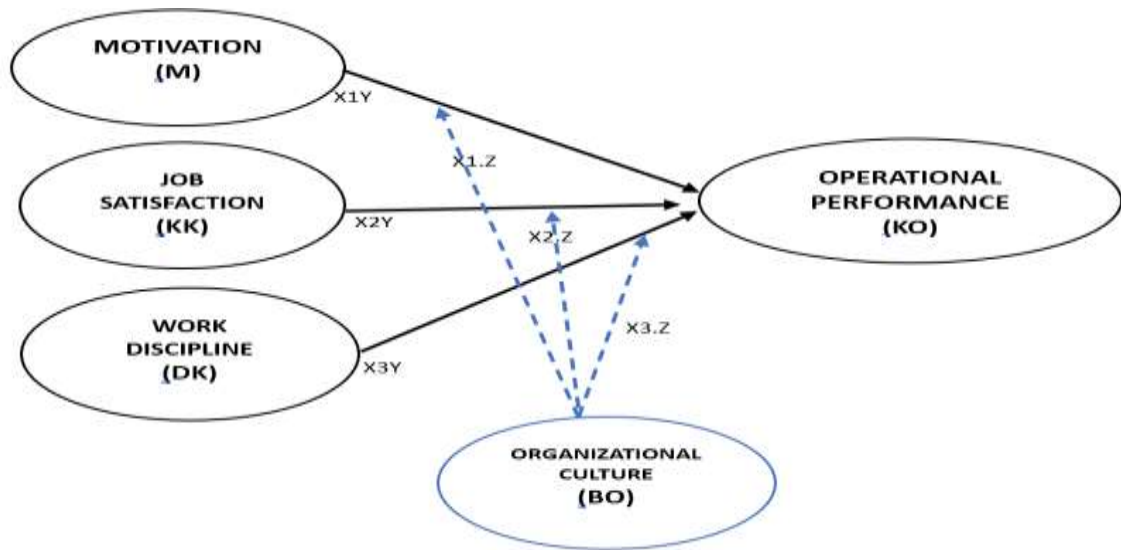


Figure 1. Research framework

METHOD

Research Design

This study employed an explanatory quantitative research design with a cross-sectional survey approach. The explanatory design was chosen because the study aims to explain causal relationships among variables and test hypotheses regarding the effects of work motivation, job satisfaction, and work discipline on operational performance, with organisational culture as a moderating variable. According to Sugiyono (2019), explanatory research is used to test established hypotheses based on theory and measure the strength of relationships among variables using statistical analysis.

Population and Sampling Technique

The population of this study comprised all operational employees at PT Mulia Oto Partindo, totalling 335 personnel across production, warehousing, logistics, and distribution units. The selection of operational employees was based on their direct involvement in activities that determine operational performance, including production effectiveness, delivery timeliness, work efficiency, and service quality. Simple random sampling was employed, giving each member of the population an equal chance of being selected, thereby minimising bias and enhancing the representativeness of the results (Sugiyono, 2019). The sample size was determined using the Slovin formula with a 5% margin of error, yielding a total of 182 respondents.

Data Collection Method and Location

Data collection was conducted at PT Mulia Oto Partindo, located at Jl. Batu Cermin No. 23, Sempaja Utara, Samarinda Utara District, Samarinda City, East Kalimantan, Indonesia. The study was conducted from March to May 2026. Primary data were collected through structured questionnaires distributed directly to respondents and via digital forms. The questionnaire used a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Each variable was measured using six items: work motivation (drive, achievement, persistence, development, contribution), job satisfaction (work, compensation, environment, supervision, coworkers, comfort), work discipline (punctuality, compliance, time use, responsibility, targets), organisational culture (values, norms, cooperation, accountability, target orientation, adaptability), and operational performance (timeliness, quality, procedural compliance, effectiveness under pressure, teamwork, productivity). Secondary data were



obtained from company documents including operational performance reports, attendance records, SOPs, and HRD reports.

Data Testing Method and Software

Data analysis was conducted using SPSS version 25. The testing procedures included: (1) descriptive statistics to describe respondent characteristics and variable distributions; (2) validity testing using Pearson item-total correlations with $r\text{-table} = 0.148$ as the threshold; (3) reliability testing using Cronbach's alpha with a minimum threshold of 0.70; (4) classical assumption tests including normality, multicollinearity, and heteroscedasticity; (5) multiple regression analysis to test direct effects; (6) Moderated Regression Analysis (MRA) with the product indicator approach to test moderating effects; (7) t-tests for partial hypothesis testing at a 5% significance level; and (8) coefficient of determination (R^2) to measure the model's explanatory power.

Moderated Regression Analysis (MRA) was employed to test the moderating role of organisational culture. This method follows the product indicator approach (also known as the interaction term approach), in which interaction variables are created by multiplying the independent variables with the moderating variable (Aiken & West, 1991; Hair et al., 2019). Three interaction terms were created: $M \times OC$ (Motivation $\times$ Organisational Culture), $JS \times OC$ (Job Satisfaction $\times$ Organisational Culture), and $WD \times OC$ (Work Discipline $\times$ Organisational Culture). The moderating effect is considered significant if the interaction coefficient has a $p\text{-value} < 0.05$. To address potential multicollinearity between the main effects and interaction terms, the variables were mean-centered prior to forming the interaction products (Aiken & West, 1991). All analyses were conducted using SPSS version 25.

RESULT AND DISCUSSION

Respondent profile and descriptive findings

The sample consisted of 182 operational employees of PT Mulia Oto Partindo. Table 1 presents the complete demographic profile of respondents, including gender, age, education, and tenure. The majority of respondents were male (124 employees, 68.1%), while female respondents numbered 58 (31.9%). This gender distribution reflects the characteristics of the operational and automotive industry, where male workers dominate operational and technical positions. The largest age group was 25–35 years (82 employees, 45.1%), followed by 36–45 years (46 employees, 25.3%), under 25 years (28 employees, 15.4%), and over 45 years (26 employees, 14.2%). This age composition indicates that the workforce is predominantly in the productive age range, possessing high work energy, adaptability to change, and openness to new work systems. Regarding education, the majority of respondents had senior high school or vocational education (96 employees, 52.7%), followed by bachelor's degree (44 employees, 24.2%), diploma (38 employees, 20.9%), and master's degree (4 employees, 2.2%). This educational profile suggests that most workers are at the operational level, with a smaller proportion supporting managerial and technical functions. In terms of tenure, the largest group had worked for 2–5 years (76 employees, 41.8%), followed by 6–10 years (42 employees, 23.1%), less than 2 years (34 employees, 18.7%), and more than 10 years (30 employees, 16.5%). The dominance of employees with 2–5 years of tenure indicates that the workforce is in a stable phase and has sufficiently understood the work system and organisational culture. This tenure range generally correlates with better job satisfaction and discipline, thereby contributing positively to the company's operational performance.

Table 1 Respondent Characteristics (n=182)

Characteristic	Category	n	%
Gender	Male	124	68.1
	Female	58	31.9
Age	<25 years	28	15.4
	25-35 years	82	45.1
	36-45 years	46	25.3
	>45 years	26	14.2
	Senior high/vocational	96	52.7
Education	Diploma	38	20.9
	Bachelor	44	24.2
	Master	4	2.2
	<2 years	34	18.7
Tenure	2-5 years	76	41.8
	6-10 years	42	23.1
	>10 years	30	16.5

Table 2 presents the descriptive statistics for all research variables. The results show that the mean score for work motivation was 4.217 (high category), indicating that employees possess strong internal drive to achieve work targets, provide their best effort, and contribute maximally to the company. The mean score for job satisfaction was 3.516 (high category), suggesting that employees feel adequately satisfied with their work, compensation, work environment, supervision, and coworker relationships, though there remains room for improvement. The mean score for work discipline was 3.498 (high category), indicating that employees demonstrate good punctuality, compliance with regulations, and responsibility in completing tasks. The mean score for organisational culture was 4.287 (high category), reflecting that the company has clear work values, norms, and practices that guide employee behaviour. The mean score for operational performance was 4.373 (high category), demonstrating that employees are able to complete work according to targets, maintain quality standards, comply with SOPs, work effectively under pressure, collaborate in teams, and maintain consistent productivity.

Table 2. Descriptive Statistics

Variable	Mean	Category
Work Motivation	4.217	High
Job Satisfaction	3.516	High
Work Discipline	3.498	High
Organizational Culture	4.287	High
Operational Performance	4.373	High

Convergent Validity and Reliability

Table 3 presents the results of convergent validity and reliability testing for all constructs. Convergent validity was assessed through factor loadings (outer loading) and Average Variance Extracted (AVE). All factor loadings exceeded the recommended threshold of 0.70, ranging from 0.781 to 0.889, indicating that each indicator strongly correlates with its respective latent construct. The AVE values for all variables exceeded the 0.50 threshold, ranging from 0.656 to 0.796, confirming that more than 50% of indicator variance is explained by the latent construct. Reliability was assessed through Cronbach's alpha and composite reliability. Cronbach's alpha values for all variables exceeded the 0.70 threshold, ranging from 0.781 to 0.889. Composite reliability values also exceeded 0.70, ranging from 0.844 to 0.907. These results confirm that all constructs in the research model are valid and reliable, making them suitable for further analysis.

**Table 3 Reliability Test Results**

Variable	Factor Loading	AVE	Composite Reliability	Cronbach's Alpha
Motivation (M)	0.829	0.656	0.905	0.829
Job Satisfaction (JS)	0.852	0.678	0.894	0.852
Work Discipline (WD)	0.781	0.662	0.907	0.781
Organizational Culture (OC)	0.889	0.796	0.959	0.889
Operational Performance (OP)	0.844	0.731	0.916	0.844

Discriminant Validity

Table 4 presents the results of discriminant validity testing using the Fornell-Larcker criterion and Heterotrait-Monotrait (HTMT) ratio. The Fornell-Larcker criterion compares the square root of AVE for each construct with the correlations between constructs. The results show that the square root of AVE for each construct is greater than its correlations with other constructs, confirming discriminant validity. The HTMT ratio measures the ratio of between-trait correlations to within-trait correlations. All HTMT values are below the recommended threshold of 0.90, ranging from 0.305 to 0.726, further confirming that all constructs are empirically distinct and do not exhibit substantial overlap. These results indicate that the measurement model is valid for further structural analysis.

Table 4 Discriminant Validity

Variable	Motivation	Job Satisfaction	Work Discipline	Organizational Culture	Operational Performance
Motivation (M)	0.810				
Job Satisfaction (JS)	0.543	0.823			
Work Discipline (WD)	0.520	0.569	0.814		
Organizational Culture (OC)	0.466	0.619	0.507	0.892	
Operational Performance (OP)	0.587	0.673	0.629	0.726	0.855

Inner Model Evaluation

Table 5 presents the results of inner model evaluation, including goodness of fit, coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2). The goodness of fit test shows an SRMR value of 0.072, which is below the 0.08 threshold, indicating acceptable model fit. The coefficient of determination (R^2) for operational performance is 0.694, meaning that 69.4% of the variance in operational performance can be explained by work motivation, job satisfaction, work discipline, and organizational culture. The adjusted R^2 value is 0.483, indicating that after adjusting for the number of predictors, the model explains 48.3% of the variance in operational performance. The effect size (f^2) results show that work motivation ($f^2 = 0.576$) and job satisfaction ($f^2 = 0.411$) have large effects, while work discipline ($f^2 = 0.031$) has a small effect. The predictive relevance (Q^2) value is 0.842, which is greater than zero and close to one, confirming that the model has strong predictive relevance.

Table 5 Discriminant Validity

Criterion	Value	Interpretation
SRMR	0.072	Good fit
R ²	0.694	Strong
Adjusted R ²	0.483	Moderate
f ² Work Motivation	0.576	Large effect
f ² Job Satisfaction	0.411	Large effect
f ² Work Discipline	0.031	Small effect
Q ²	0.842	Strong predictive relevance

Hypothesis Testing

Table 6 presents the results of hypothesis testing using moderated regression analysis (MRA). The direct effect of work motivation on operational performance is positive and significant ($B = 1.881$, $t = 4.657$, $p < 0.001$), supporting H1. The direct effect of job satisfaction on operational performance is also positive and significant ($B = 2.696$, $t = 6.194$, $p < 0.001$), supporting H2. However, the direct effect of work discipline on operational performance is positive but not significant ($B = 0.521$, $t = 0.898$, $p = 0.370$), rejecting H3. Regarding moderating effects, organisational culture significantly strengthens the effect of work motivation on operational performance ($B = 0.079$, $t = 5.298$, $p < 0.001$), supporting H4. Organisational culture also significantly strengthens the effect of job satisfaction on operational performance ($B = 0.126$, $t = 7.217$, $p < 0.001$), supporting H5. However, organisational culture does not significantly moderate the effect of work discipline on operational performance ($B = 0.032$, $t = 1.412$, $p = 0.160$), rejecting H6.

Table 6 Hypothesis Testing Results

Hypothesis	Relationship	B	Std. Error	Beta	t-Statistic	Sig.	Result
H1	Motivation → Operational Performance	1.881	0.404	2.028	4.657	0.000	Supported
H2	Job Satisfaction → Operational Performance	2.696	0.435	2.609	6.194	0.000	Supported
H3	Work Discipline → Operational Performance	0.521	0.580	0.491	0.898	0.370	Not Supported
H4	Motivation × Organisational Culture → Operational Performance	0.079	0.015	2.670	5.298	0.000	Supported
H5	Job Satisfaction × Organisational Culture → Operational Performance	0.126	0.017	3.268	7.217	0.000	Supported
H6	Work Discipline × Organisational Culture → Operational Performance	0.032	0.022	0.858	1.412	0.160	Not Supported

DISCUSSION

The findings of this study reveal that work motivation has a positive and significant effect on operational performance, as shown in Table 6 ($B = 1.881$, $t = 4.657$, $p < 0.001$). This result indicates that higher levels of employee motivation are associated with higher levels of operational performance. Employees with strong motivation demonstrate greater initiative, persistence, and work effort in achieving operational targets. This finding is consistent with the study by Paaïs and Pattiruhu (2020), which found that motivation significantly influences employee performance, and with Asamani et al. (2025), who

confirmed that motivation contributes to performance when employees understand role expectations and perceive that effort can produce valued outcomes. In the context of PT Mulia Oto Partindo, high motivation reflected in employees' drive to achieve targets, provide their best work, and contribute maximally to the company has proven to be a key factor in enhancing productivity, effectiveness, and quality of operational performance.

Job satisfaction also demonstrates a positive and significant effect on operational performance, as presented in Table 6 ($B = 2.696$, $t = 6.194$, $p < 0.001$). This finding indicates that employees who feel satisfied with their work tend to exhibit better performance. Satisfaction with compensation, work environment, supervision, and coworker relationships enables employees to invest more of their capacity in task performance, thereby improving operational outcomes. This result aligns with the study by Purnomo et al. (2020) and Pacheco et al. (2023), which reported that satisfaction is closely connected with performance and with the organisational context that shapes employee attitudes. In the context of PT Mulia Oto Partindo, job satisfaction reflected in harmonious relationships with supervisors and coworkers, as well as comfort in the work environment, contributes significantly to improving operational performance.

Conversely, work discipline shows a positive but not significant effect on operational performance, as shown in Table 6 ($B = 0.521$, $t = 0.898$, $p = 0.370$). This finding indicates that although discipline has a positive relationship with performance, its effect is not strong enough to be statistically significant. This result can be explained by the fact that work discipline at PT Mulia Oto Partindo tends to be a baseline requirement that all employees must fulfil, so it no longer becomes a differentiating factor in determining high or low performance. Based on descriptive results, employee work discipline is in the fairly good category, particularly in compliance with procedures and company regulations. However, indicators related to achieving work targets and work planning show relatively lower values. This suggests that employee discipline is more oriented towards administrative compliance, such as attendance and rule obedience, but does not fully reflect performance-based discipline, especially in achieving operational targets. This finding is consistent with the study by Sapitri and Pancasasti (2021), which found that work discipline does not affect employee performance, and with Arisanti et al. (2019), who reported that work discipline does not significantly affect employee performance when discipline has become a minimum organisational standard.

Organisational culture significantly strengthens the effect of work motivation on operational performance, as presented in Table 6 ($B = 0.079$, $t = 5.298$, $p < 0.001$). This finding indicates that a strong organisational culture, characterised by clear work values, target orientation, and teamwork, is able to direct individual motivation into productive work behaviour. In other words, work motivation possessed by employees does not merely become an internal drive but is also reinforced and directed by the organisational value system to produce more optimal performance. This finding is consistent with the study by Turmudhi et al. (2021), which showed that organisational culture acts as a contextual factor that strengthens the relationship between work motivation and employee performance. A strong organisational culture is able to create alignment between individual goals and organisational goals, so that work motivation can be actualised in the form of tangible performance.

Organisational culture also significantly strengthens the effect of job satisfaction on operational performance, as shown in Table 6 ($B = 0.126$, $t = 7.217$, $p < 0.001$). This finding indicates that job satisfaction will have a greater impact on performance when supported by a strong organisational culture. In the context of PT Mulia Oto Partindo, job satisfaction supported by an organisational culture that emphasises target achievement, teamwork, and responsibility encourages satisfied employees to express their satisfaction in the form of more productive performance. This finding is consistent with the study by Bagga et al. (2023), which found that organisational culture strengthens the relationship between job satisfaction and employee performance. In an organisation with a strong culture, job

satisfaction will be more directed towards achieving organisational goals, thereby providing a more significant impact on operational performance.

However, organisational culture does not significantly moderate the effect of work discipline on operational performance, as presented in Table 6 ($B = 0.032$, $t = 1.412$, $p = 0.160$). This finding indicates that work discipline in the context of PT Mulia Oto Partindo is systemic and structural, so it is not greatly influenced by the condition of organisational culture. Employee work discipline tends to be based on compliance with formal and mandatory company rules, procedures, and policies. Thus, the existence of a strong organisational culture does not provide sufficient additional variation to strengthen the relationship between work discipline and operational performance. This finding is consistent with the study by Nadiatul (2021), which found that organisational culture cannot moderate the effect of work discipline on employee performance. In other words, work discipline has become part of a standardised work system, so it is no longer a factor sensitive to the influence of organisational culture. Work discipline remains important as an operational foundation, but its effect on performance does not depend on the strength or weakness of organisational culture.

CONCLUSION

This study examined the effects of work motivation, job satisfaction, and work discipline on employee operational performance, with organisational culture as a moderating variable, at PT Mulia Oto Partindo. The findings demonstrate that work motivation and job satisfaction have positive and statistically significant effects on operational performance, as shown in **Table 6**. These results answer the first and second research objectives, confirming that higher levels of motivation and satisfaction are associated with higher operational performance. This finding is consistent with the studies by Paais and Pattiruhu (2020), Purnomo et al. (2020), and Pacheco et al. (2023), which established that motivation and job satisfaction are key drivers of employee performance across various organisational contexts.

Conversely, work discipline has a positive but statistically insignificant effect on operational performance, as presented in Table 6. This finding answers the third research objective and indicates that discipline, while theoretically important, did not significantly explain variations in operational performance within the present model and sample. This result aligns with the studies by Sapitri and Pancasasti (2021) and Arisanti et al. (2019), who found that work discipline does not always significantly affect performance, particularly when discipline has become a standardised minimum requirement within the organisation.

Regarding the moderating role of organisational culture, the findings show that organisational culture significantly strengthens the effects of work motivation and job satisfaction on operational performance, as shown in Table 6. These results answer the fourth and fifth research objectives and confirm that a strong organisational culture enhances the positive impact of psychological factors on performance. This finding is consistent with the studies by Turmudhi et al. (2021) and Bagga et al. (2023), which demonstrated that organisational culture acts as a contextual factor that amplifies the effects of motivation and satisfaction on employee performance. However, organisational culture does not significantly moderate the effect of work discipline on operational performance, as presented in **Table 6**. This finding answers the sixth research objective and indicates that work discipline is more strongly determined by formal systems and procedures than by the contextual influence of organisational culture. This result aligns with the study by Nadiatul (2021), which found that organisational culture cannot moderate the relationship between work discipline and performance.

The principal contribution of this study is its selective-moderation finding. Organisational culture appears to strengthen the performance effects of motivation and job satisfaction but not that of work discipline. This finding extends the existing literature by demonstrating that the moderating role of organisational culture differs across employee-related factors rather than operating uniformly. The model explains 48.3% of the adjusted variance in operational performance, indicating that motivation,



satisfaction, discipline, and culture collectively account for a substantial portion of performance variation.

For management at PT Mulia Oto Partindo, the findings suggest that efforts to improve operational performance should prioritise strengthening employee motivation and job satisfaction through transparent performance targets, fair rewards, career development opportunities, supportive supervision, and a conducive work environment. These initiatives should be aligned with organisational values because a strong organisational culture enhances the effects of motivation and satisfaction on performance. Although work discipline did not have a statistically significant effect, the company should continue to maintain clear standard operating procedures, realistic workloads, consistent monitoring, and corrective coaching to preserve operational stability and safety.

For future research, it is recommended to include additional variables such as leadership style, compensation, and work environment to obtain a more comprehensive understanding of the factors influencing operational performance. Future studies could also employ longitudinal designs or mixed-methods approaches to capture the dynamic relationships among variables over time and to explore the underlying mechanisms through which organisational culture influences employee behaviour. Furthermore, expanding the research to multiple companies in the mining support industry would enhance the generalisability of the findings and provide comparative insights into how organisational culture functions as a selective moderator across different organisational contexts.

RECOMMENDATIONS

PT Mulia Oto Partindo should strengthen employee motivation and job satisfaction through transparent performance targets, fair rewards, career-development opportunities, supportive supervision, and a conducive work environment. These initiatives should be aligned with organizational values because a strong organizational culture enhances the effects of motivation and job satisfaction on operational performance.

Although work discipline did not have a statistically significant effect, the company should continue to maintain clear standard operating procedures, realistic workloads, consistent monitoring, and corrective coaching. Future researchers are encouraged to include other variables, such as leadership style, compensation, and the work environment, and to examine the model across different companies using qualitative or mixed-methods approaches.

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