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Work Culture, Work Motivation, and Performance Benefits as Determinants of Performance: The Mediating Role of Job Satisfaction (Case Study at the Communication and Informatics Office of North Lampung Regency)

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Abstract

This study aims to analyze the effects of work culture, work motivation, and performance allowances on job satisfaction and employee performance, as well as to examine the role of job satisfaction as a mediating variable at the Department of Communication and Informatics of North Lampung Regency. This study employed a quantitative approach with a descriptive research design. Primary data were collected through a Likert-scale questionnaire distributed via Google Forms to 58 State Civil Apparatus (ASN) respondents, consisting of civil servants (PNS) and Government Employees with Employment Agreements (PPPK), using a saturated sampling technique. Data were analyzed using multiple linear regression and path analysis with the Sobel Test to examine the mediating effects. The results indicate that work culture, work motivation, and performance allowances each have a positive and significant effect on job satisfaction. Furthermore, work culture and job satisfaction have a positive and significant effect on employee performance, whereas work motivation and performance allowances do not have a direct and significant effect on employee performance. The mediation analysis shows that job satisfaction does not mediate the relationship between work culture and employee performance; however, it significantly mediates the effects of work motivation and performance allowances on employee performance. These findings indicate that improving employee performance is not solely determined by organizational factors and compensation directly, but also by the institution's ability to foster employee job satisfaction. Therefore, the Department of Communication and

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Informatics of North Lampung Regency is advised to strengthen its work culture, evaluate the performance allowance system so that it better reflects employees' actual workload and work achievements, enhance motivation through recognition and competency development, and establish a fairer workload distribution to improve job satisfaction and employee performance.

Keywords: Work Culture; Work Motivation; Performance Allowance; Job Satisfaction; Employee Performance.

INTRODUCTION

Human resources are one of the strategic factors determining organizational success, including in government institutions that are responsible for providing public services. Civil Servants (ASN), consisting of Civil Servants (PNS) and Government Employees with Work Agreements (PPPK), play an important role in implementing public policies, providing services to the community, and supporting the achievement of organizational objectives. Therefore, employee performance is an important indicator for assessing the effectiveness of government administration (Ariss & Sidani, 2016). Optimal employee performance not only reflects an individual's ability to complete tasks according to established targets and responsibilities but also contributes to improving the quality of public services and achieving organizational goals.

Performance issues are particularly relevant at the Department of Communication and Informatics of North Lampung Regency, which has a strategic role in government affairs related to communication, informatics, information security, and statistics. Based on the conditions described in this study, various problems indicate that employee performance has not yet reached its full potential. These problems include employee tardiness and lack of discipline, suboptimal coordination among divisions, limited ability to operate work-related equipment, and employees' incomplete understanding of their duties and responsibilities. Such conditions have the potential to hinder the effectiveness of work implementation and the quality of public services.

Disciplinary conditions also indicate problems in the implementation of the organizational work culture. In 2025, there were 194 cases of employee disciplinary violations, consisting of 110 cases of tardiness, 39 cases of violations of working hours, and 45 cases of failure to attend official assemblies. In addition, the average employee attendance rate during 2025 reached only 84.8%, while 15.2% was categorized as suboptimal. These conditions indicate that compliance with

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working hours and organizational regulations still needs to be improved. Low discipline and the suboptimal internalization of organizational values may indicate that the work culture has not been fully established and may ultimately affect employee satisfaction and performance.

In addition to work culture, work motivation is an important factor that can influence employee behavior and performance. Motivation encourages employees to perform their duties, improve their competencies, complete assignments, and achieve organizational objectives. However, observations at the Department of Communication and Informatics of North Lampung Regency indicate that some employees still have limitations in improving their skills, particularly in the use of information technology (Kusuma et al., 2019). Some employees also tend to feel comfortable with their current jobs and are therefore less motivated to face new challenges and assignments. This condition is thought to be related to the age characteristics of some employees who are approaching retirement, resulting in relatively low motivation to develop their competencies (Ober et al., 2023).

Another factor of concern is performance allowance. Performance allowances are essentially provided as a form of appreciation for employees' contributions and achievements and are expected to encourage improvements in motivation, discipline, and productivity . At the Department of Communication and Informatics of North Lampung Regency, performance allowances are determined based on attendance and productivity records through the e-performance system and adjusted according to employees' grades and positions. However, observations indicate that this administrative assessment does not fully reflect employees' actual performance. Some employees are still found not to use working hours optimally even though their productivity is recorded in the system. This indicates that the provision of performance allowances has not fully succeeded in directly encouraging improved performance and suggests the existence of other psychological factors that need to be considered, one of which is job satisfaction (Suwanda, 2019).

Job satisfaction is considered a factor that can bridge the relationship between organizational factors and employee performance. Job satisfaction reflects employees' emotional conditions and evaluations of their work. Employees who are satisfied with their jobs tend to demonstrate more positive attitudes, greater engagement, and stronger motivation to contribute optimally (Sharma & Gupta, 2020). In this study, a positive work culture, adequate motivation, and a fairly perceived allowance system are expected to increase job satisfaction, which subsequently contributes to improved employee performance. Thus, job satisfaction is not only

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viewed as an outcome of organizational conditions but also as a mechanism that can explain how these factors contribute to employee performance.

Empirically, the relationship between work culture, work motivation, performance allowances, and employee performance has produced inconsistent findingsAzeem et al., (2021) found that work motivation had a positive and significant effect on employee performance, whereas Oktaviannur, (2024) found that work motivation did not have a significant effect on employee performance. Similarly, (M. Y. Barusman & Hidayat, 2017) demonstrated a positive effect of performance allowances on employee performance, while other studies indicate that the effect of performance allowances is not always significant when employee job satisfaction remains suboptimal. These differences in findings indicate the existence of an empirical research gap that requires further investigation.

In addition to the empirical research gap, contextual and methodological research gaps also exist. Studies specifically examining the effects of work culture, work motivation, and performance allowances on employee performance, with job satisfaction serving as a mediating variable, at the Department of Communication and Informatics of North Lampung Regency remain limited Barusman et al., 2020). Previous studies have predominantly been conducted in other government institutions or private-sector organizations with different organizational characteristics, work systems, organizational cultures, and allowance systems. Furthermore, some previous studies have focused primarily on direct relationships between variables and have not comprehensively explained the mechanism through job satisfaction. Therefore, incorporating job satisfaction as a mediating variable is important to provide a deeper understanding of the relationship between work culture, work motivation, performance allowances, and employee performance.

Based on these phenomena and research gaps, this study aims to analyze the effects of work culture, work motivation, and performance allowances on job satisfaction and employee performance, as well as to examine the effect of job satisfaction on employee performance and its role in mediating the relationships between work culture, work motivation, performance allowances, and employee performance at the Department of Communication and Informatics of North Lampung Regency. This study is expected to contribute empirical evidence to the development of human resource management research, particularly regarding mechanisms for improving civil servant performance through strengthening work culture, work motivation, performance allowance systems, and job satisfaction.

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LITERATUR REVIEW

Employee Perfomance

Employee performance is an important aspect of human resource management because it reflects the extent to which employees are able to accomplish the duties and responsibilities assigned to them. Performance is not only related to the final results of work but also includes the process, behavior, ability, and contribution of employees in achieving organizational objectives. Rakatama & Chaerudin, (2021) explains that performance refers to the results achieved by individuals or groups based on predetermined organizational standards and objectives. Similarly, state that employee performance represents the results achieved by an individual in carrying out assigned tasks based on competence, experience, effort, and time. Therefore, employee performance can be understood as the level of achievement demonstrated by employees in completing their work effectively and efficiently according to established standards.

Employee performance is influenced by various individual and organizational factors. Magem, (2017) identify ability, motivation, and opportunity as important factors affecting employee performance. Ability refers to the knowledge and skills required to perform a particular job, while motivation represents the internal and external forces that encourage employees to exert effort. Opportunity refers to the organizational conditions that enable employees to utilize their abilities effectively. In this context, organizational culture, work motivation, performance allowances, and job satisfaction are important factors that may contribute to employee performance. A supportive work environment, adequate motivation, fair compensation, and positive job satisfaction can encourage employees to perform their duties more effectively.

In this study, employee performance is measured through four indicators adapted from Tuffaha, (2020) namely work effectiveness, task commitment, digital adaptability, and resilience. Work effectiveness refers to the employee's ability to achieve work targets and produce quality results. Task commitment reflects the employee's responsibility, seriousness, and consistency in completing assigned duties. Digital adaptability refers to the ability to adjust to and utilize digital technology in performing work, while resilience represents the employee's ability to maintain performance when facing pressure, challenges, or changes in the work environment. Thus, employee performance in this study represents not only the achievement of work targets but also the employee's commitment, adaptability, and ability to remain productive under changing working conditions (Johari et al., 2019).

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Work Culture

Work culture refers to a set of values, norms, beliefs, habits, and behavioral patterns that develop within an organization and serve as guidelines for employees in performing their work. Suwanda, (2019) explain that work culture is related to an individual's perspective toward work and the moral principles they hold, which subsequently influence their attitudes, commitment, and efforts to achieve optimal performance. Work culture is developed through continuous interaction among organizational members and becomes reflected in how employees think, behave, communicate, and accomplish their responsibilities. Therefore, a positive work culture can create behavioral patterns that are consistent with organizational objectives and support the achievement of organizational performance (Puspita et al., 2025).

Work culture performs several important functions within an organization. According to Nugroho et al., (2019) work culture can provide organizational identity, strengthen social cohesion, regulate employee behavior, create organizational stability, encourage teamwork, and facilitate effective communication. The development of work culture is also influenced by leadership, organizational values, organizational vision and mission, and employee motivation. Effective leadership can provide examples of appropriate behavior, while organizational values and vision provide direction for employee actions. Consequently, a strong work culture can establish common values and behavioral standards that encourage employees to work collaboratively and consistently toward organizational goals.

In this study, work culture is measured using five indicators, namely innovation, attention to detail, outcome orientation, teamwork, and stability. Innovation reflects the extent to which employees are encouraged to develop new ideas and improve existing work processes. Attention to detail refers to the level of accuracy and carefulness in performing tasks, while outcome orientation emphasizes the achievement of predetermined work results (Nugroho et al., 2019). Teamwork reflects the importance of collaboration among employees, whereas stability represents the organization's emphasis on consistency, continuity, and maintaining established systems. These indicators describe the extent to which the work culture within the organization supports productive and goal-oriented.

Work Motivation

Work motivation refers to the internal and external forces that encourage, direct, and sustain employee behavior in achieving organizational and individual objectives. Sabir, (2017)

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define motivation as a process involving the intensity, direction, and persistence of an individual's effort toward achieving a particular goal. Treviño & Pineda Garelli, (2019) similarly explain that motivation is related to an individual's willingness to exert a high level of effort in achieving organizational objectives while fulfilling personal needs. Therefore, work motivation plays an important role in determining the extent to which employees are willing to devote their energy, time, and abilities to performing their duties.

Work motivation can originate from intrinsic and extrinsic factors. Intrinsic motivation arises from within the individual, such as personal interest, satisfaction, achievement, responsibility, and the meaningfulness of work. Extrinsic motivation, on the other hand, is influenced by external conditions such as rewards, compensation, recognition, working conditions, supervision, and organizational policies. Herzberg's two-factor theory, as discussed by Listyani, (2022) distinguishes motivating factors from hygiene factors. Motivating factors are related to achievement, recognition, responsibility, advancement, and the work itself, whereas hygiene factors include organizational policies, working conditions, salary, interpersonal relationships, and supervision. Both types of factors can influence employees' attitudes and motivation toward their work.

Based on Barusman & Hidayat, (2017) work motivation in this study is measured through four dimensions: intrinsic motivation, extrinsic motivation, achievement needs, and work drive. Intrinsic motivation reflects the employee's personal interest, satisfaction, and sense of responsibility toward work. Extrinsic motivation includes external rewards, recognition, compensation, and environmental influences. Achievement needs refer to the desire to accomplish challenging tasks, achieve targets, and improve competence, while work drive reflects enthusiasm, persistence, initiative, and the willingness to continue working despite difficulties. These dimensions indicate that motivated employees are more likely to demonstrate enthusiasm, responsibility, persistence, and willingness to achieve organizational objectives.

Perfomance Allowance

Performance allowance is a form of additional compensation provided by an organization to employees based on their contribution, responsibilities, competence, and work performance. In the public sector, performance allowances are generally associated with the achievement of individual and organizational performance. The Regulation of the Minister of Administrative and Bureaucratic Reform Number 63 of 2011 explains that performance allowances are related to the

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success of bureaucratic reform and the performance achieved by employees and institutions. Suwanda, (2019)explain that performance allowances may function as incentives for employees who demonstrate good performance, while Nugroho et al., (2019) view performance allowances as additional income provided based on employee competence and performance.

Performance allowances have several important functions in human resource management. They can serve as compensation for employee contributions, increase motivation and productivity, encourage employees to improve their performance, and create a sense of fairness between work contributions and rewards. According Santi Rafiun et al., (2022) performance allowances can also support the effective and efficient allocation of human resources and contribute to organizational stability. The effectiveness of performance allowances depends not only on the amount received but also on the fairness, adequacy, timeliness, and consistency of their implementation. Therefore, performance allowances can become an important organizational instrument for directing employee behavior toward improved performance.

In this study, performance allowances are measured through two dimensions, namely fairness and adequacy. The fairness dimension includes compensation that is proportional to workload, comparable with similar positions, appropriate to performance and work risks, consistent with employee effort, and compliant with applicable regulations. The adequacy dimension concerns whether the allowance is sufficient to support employees' living needs and whether it provides additional income beyond the basic salary. These dimensions emphasize that performance allowances should be perceived as fair and adequate by employees. When employees perceive that the rewards they receive are proportional to their responsibilities and contributions, performance allowances may contribute to stronger motivation and job satisfaction (Ningsih et al., 2020).

Job Satisfaction

Job satisfaction refers to an employee's positive or negative emotional evaluation of their job and various aspects of the work environment. It represents the extent to which employees feel that their work, compensation, relationships, supervision, career opportunities, and working conditions meet their expectations and personal values. Job satisfaction is an individual construct because employees may have different expectations and standards regarding their work. The closer the actual conditions are to an employee's expectations, the greater the level of

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satisfaction that is likely to be experienced. Therefore, job satisfaction reflects an employee's overall evaluation of their work experience (Agubosim et al., 2023).

Job satisfaction is influenced by various factors related to both the job itself and the organizational environment. Huang & Su, (2016) explain that factors such as career development, job security, fair compensation, job characteristics, effective communication, and adequate work facilities can influence employee satisfaction. Employees are more likely to experience satisfaction when they receive fair compensation, have opportunities for career development, experience supportive relationships with colleagues and supervisors, and have adequate resources to perform their work. Conversely, unfavorable working conditions, limited career opportunities, unfair rewards, and poor interpersonal relationships may reduce job satisfaction.

In this study, job satisfaction is measured through five indicators adapted from Samar, (2024) namely satisfaction with the job itself, salary, promotion, supervision, and coworkers. Satisfaction with the job reflects the extent to which the work matches employees' interests, abilities, and expectations. Satisfaction with salary concerns employees' perceptions of the fairness and appropriateness of compensation, while satisfaction with promotion refers to perceived opportunities for career advancement. Satisfaction with supervision reflects employees' perceptions of the quality of leadership, guidance, and support provided by supervisors. Finally, satisfaction with coworkers refers to the quality of interpersonal relationships, cooperation, and social support among employees. Together, these indicators represent the overall level of job satisfaction experienced by employees.

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Framework

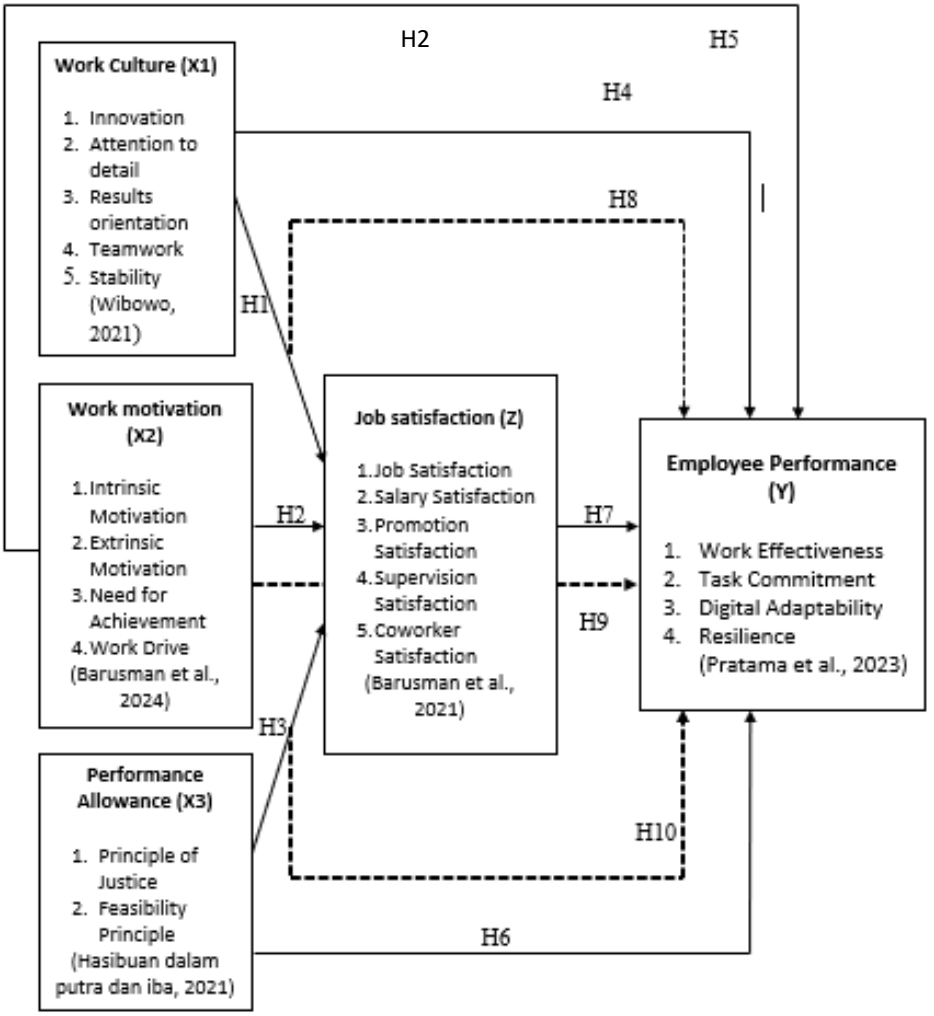


Figure 1. Framework

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Hypothesis

H1: Budaya kerja berpengaruh positif dan signifikan terhadap kepuasan kerja pada Dinas Komunikasi dan Informatika Kabupaten Lampung Utara.

H2: Motivasi kerja berpengaruh positif dan signifikan terhadap kepuasan kerja pada Dinas Komunikasi dan Informatika Kabupaten Lampung Utara.

H3: Tunjangan kinerja berpengaruh positif dan signifikan terhadap kepuasan kerja pada Dinas Komunikasi dan Informatika Kabupaten Lampung Utara.

H4: Budaya kerja berpengaruh positif dan signifikan terhadap kinerja pegawai pada Dinas Komunikasi dan Informatika Kabupaten Lampung Utara.

H5: Motivasi kerja berpengaruh positif dan signifikan terhadap kinerja pegawai pada Dinas Komunikasi dan Informatika Kabupaten Lampung Utara.

H6: Tunjangan kinerja berpengaruh positif dan signifikan terhadap kinerja pegawai pada Dinas Komunikasi dan Informatika Kabupaten Lampung Utara.

H7: Kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja pegawai pada Dinas Komunikasi dan Informatika Kabupaten Lampung Utara.

H8: Kepuasan kerja memediasi pengaruh budaya kerja terhadap kinerja pegawai pada Dinas Komunikasi dan Informatika Kabupaten Lampung Utara.

H9: Kepuasan kerja memediasi pengaruh motivasi kerja terhadap kinerja pegawai pada Dinas Komunikasi dan Informatika Kabupaten Lampung Utara.

H10: Kepuasan kerja memediasi pengaruh tunjangan kinerja terhadap kinerja pegawai pada Dinas Komunikasi dan Informatika Kabupaten Lampung Utara.

RESEARCH METHODS

This study employed a quantitative approach using an *explanatory research* design aimed at explaining causal relationships among variables through hypothesis testing (Dhall, 2019). The research adopted a *cross-sectional* design, in which data were collected during a specific period to examine the conditions of all research variables simultaneously. The study was conducted at the Department of Communication and Informatics of North Lampung Regency, focusing on the effects of work culture, work motivation, and performance allowances on employee performance, both directly and indirectly through job satisfaction as a mediating variable. In the research model, work culture (X1), work motivation (X2), and performance allowances (X3)

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served as independent variables, job satisfaction (Z) served as the mediating variable, and employee performance (Y) served as the dependent variable.

The study population consisted of all State Civil Apparatus (ASN) working at the Department of Communication and Informatics of North Lampung Regency, comprising Civil Servants (PNS) and Government Employees with Work Agreements (PPPK), with a total population of 58 employees. Given the relatively small population size, the study employed a saturated sampling technique (*total sampling*), in which all members of the population were included as research respondents. Therefore, the final sample consisted of 58 ASN employees. The use of this sampling technique enabled the study to obtain a comprehensive representation of work culture, work motivation, performance allowances, job satisfaction, and employee performance within the research setting. Data were collected through an online questionnaire administered using Google Forms and measured using a five-point Likert scale. The questionnaire served as the primary instrument for collecting primary data from respondents, while observation and literature review were employed as supporting data sources. Observation was conducted to obtain factual information regarding work culture, work motivation, performance allowances, job satisfaction, and employee performance. Meanwhile, the literature review was used to strengthen the theoretical foundation, examine previous studies, and support the development of the research model and hypotheses.

The research instrument operationalized five variables: work culture, work motivation, performance allowances, job satisfaction, and employee performance. Each variable was measured using several indicators based on its operational definition and assessed using a five-point Likert scale. Prior to further analysis, the instrument was subjected to validity and reliability tests. The validity test was conducted to ensure that each questionnaire item appropriately measured the intended construct, whereas the reliability test was performed to assess the consistency of respondents' answers to the research instrument.

Data analysis was performed using IBM SPSS Statistics. The analytical procedures included descriptive statistics, validity and reliability tests, classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity tests, as well as multiple linear regression analysis. Model evaluation was conducted using the F-test and coefficient of determination (R^2), while hypothesis testing employed the t-test to determine the partial effects of each independent variable. To examine the mediating role of job satisfaction, path analysis was conducted through two regression equations: the first examined the effects of work culture, work motivation, and

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performance allowances on job satisfaction, while the second examined the effects of these three independent variables together with job satisfaction on employee performance. Furthermore, indirect effects were tested using the *Sobel Test* at a 5% significance level, with the decision criterion based on a comparison between the calculated t-value and the critical t-value of 1.96.

RESULT AND DISCUSSION

Validity Test Results

Table 1. Validity Test Results

No	Variable	Indicator	R Count	R Table	Description
1.	Employee Performance	KIN1	0,782	0,259	Valid
		KIN2	0,807	0,259	Valid
		KIN3	0,668	0,259	Valid
		KIN4	0,807	0,259	Valid
		KIN5	0,817	0,259	Valid
		KIN6	0,817	0,259	Valid
		KIN7	0,864	0,259	Valid
		KIN8	0,834	0,259	Valid
2.	Work Culture	BK1	0,797	0,259	Valid
		BK2	0,818	0,259	Valid
		BK3	0,868	0,259	Valid
		BK4	0,796	0,259	Valid
		BK5	0,779	0,259	Valid
		BK6	0,797	0,259	Valid
		BK7	0,761	0,259	Valid
		BK8	0,802	0,259	Valid
		BK9	0,862	0,259	Valid
		BK10	0,801	0,259	Valid
3.	Work Motivation	MOT1	0,842	0,259	Valid
		MOT2	0,791	0,259	Valid
		MOT3	0,836	0,259	Valid
		MOT4	0,852	0,259	Valid

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		MOT5	0,782	0,259	Valid
		MOT6	0782	0,259	Valid
		MOT7	0,829	0,259	Valid
		MOT8	0,770	0,259	Valid
4.	Performance Allowance	TPP1	0,817	0,259	Valid
		TPP2	0,811	0,259	Valid
		TPP3	0,860	0,259	Valid
		TPP4	0,806	0,259	Valid
		TPP5	0,808	0,259	Valid
		TPP6	0,744	0,259	Valid
		TPP7	0,817	0,259	Valid
5.	Job satisfaction	KEP1	0,890	0,259	Valid
		KEP2	0,825	0,259	Valid
		KEP3	0,885	0,259	Valid
		KEP4	0,791	0,259	Valid
		KEP5	0,785	0,259	Valid
		KEP6	0,710	0,259	Valid
		KEP7	0,852	0,259	Valid
		KEP8	0,833	0,259	Valid
		KEP9	0,864	0,259	Valid
		KEP10	0,794	0,259	Valid

Source: Processed data, 2026

Based on the table, all indicators have an r-count value greater than the r-table value, indicating that they are valid and suitable for use as research instruments.

Reliability Test Results

Table 2. Reliability Test Results

No	Variable	Cronbach Alpha	Standard α	Description
1.	Employee Performance (Y)	0,931	0,60	Reliabel
2.	Work Culture (X1)	0,948	0,60	Reliabel

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3.	Work Motivation (X2)	0,935	0,60	Reliabel
4.	Performance Allowance (X3)	0,927	0,60	Reliabel
5.	Job Satisfaction (Z)	0,952	0,60	Reliabel

Source: Processed data, 2026

Based on the reliability test results, all variables have Cronbach's Alpha values > 0.60, indicating that the research instruments are reliable and suitable for use.

Normality Test Results

Table 3. Normality Test Results (Model 1) using the Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		58
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.81303094
Most Extreme Differences	Absolute	.110
	Positive	.057
	Negative	-.110
Test Statistic		.110
Asymp. Sig. (2-tailed)		.076[c]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Processed data, 2026

The Kolmogorov-Smirnov normality test results for model 1 show an Asymp. Sig. (2-tailed) value of 0.76 > 0.05 from 58 tested data. Therefore, the data in model 1 are normally distributed.

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Multicollinearity Test Results

Table 4. Multicollinearity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.360	1.213		.297	.768		
	BUDKER	.233	.099	.234	2.359	.022	.098	10.252
	MOTIVASI	.446	.125	.357	3.561	.001	.095	10.516
	TPP	.563	.139	.404	4.057	.000	.097	10.355

Source: Processed data, 2026

The table above shows that the multicollinearity test results for model 1 indicate tolerance values > 0.1 and VIF values < 10 for the variables of work culture, work motivation, and performance allowances. Therefore, the regression model does not experience multicollinearity problems.

Heteroskedasticity Test Results

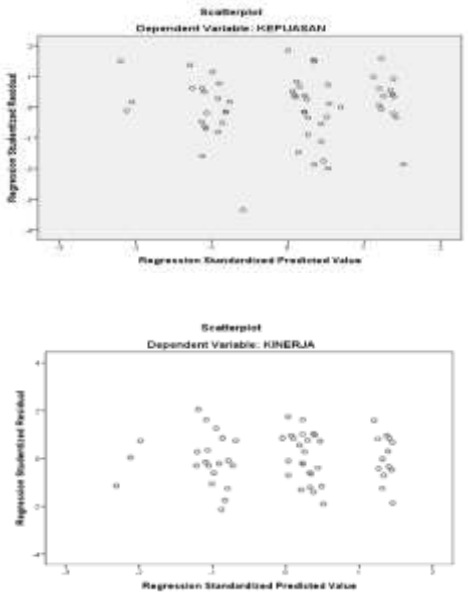


Figure 2. Heteroskedasticity Test Using a Scatterplot

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The figure shows that the points in both regression models are randomly distributed around the value of 0 on the Y-axis, indicating that the research model is free from heteroscedasticity.

F-test Results (ANOVA)

Table 5. F-test Results (ANOVA)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3436.292	3	1145.431	330.124	.000[b]
	Residual	187.364	54	3.470		
	Total	3623.655	57			

Source: Processed data, 2026

In model 1, work culture, work motivation, and performance allowances as independent variables have a significant effect on job satisfaction, with a significance value of 0.000 < 0.05.

Table 6. F-test Results (Model 2)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2145.612	4	536.403	181.867	.000[b]
	Residual	156.319	53	2.949		
	Total	2301.931	57			

Source: Processed data, 2026

In model 2 testing, work culture, work motivation, performance allowances, and job satisfaction as independent variables were found to have a significant effect on employee performance as the dependent variable. This is indicated by the significance value of 0.000 < 0.05.

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Coefficient of Determination Test Results

Table 7. Coefficient of Determination Test Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.974[a]	.948	.945	1.863

Source: Processed data, 2026

The Adjusted R Square value of 0.945 indicates that work culture, work motivation, and performance allowances explain 94.5% of the variation in job satisfaction, while the remaining 5.5% is influenced by other variables outside this study.

Table 8. Coefficient of Determination Test Results (Model 2)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.965[a]	.932	.927	1.717

Source: Processed data, 2026

In research model 2, the Adjusted R Square value of 0.927 indicates that employee performance is explained by work culture, work motivation, performance allowances, and job satisfaction by 92.7%, while the remaining 7.3% is influenced by other variables not examined in this study.

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t-test results

Table 9. t-test results (Model 1)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.360	1.213		.297	.768
	BUDKER	.233	.099	.234	2.359	.022
	MOTIVASI	.446	.125	.357	3.561	.001
	TPP	.563	.139	.404	4.057	.000

Source: Processed data, 2026

a. Work culture has a regression coefficient of 0.233 with a significance value of 0.022 (<0.05), indicating that work culture has a positive and significant effect on job satisfaction.

b. Work motivation has a regression coefficient of 0.446 with a significance value of 0.001 (<0.05), indicating that work motivation has a positive and significant effect on job satisfaction.

c. Performance allowances have a regression coefficient of 0.563 with a significance value of 0.000 (<0.05), indicating that performance allowances have a positive and significant effect on job satisfaction.

Table 10. t-test Results (Model 2)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.464	1.120		.414	.681
	BUDKER	.386	.096	.484	4.025	.000
	MOTIVASI	.241	.128	.242	1.877	.066
	TPP	-.134	.146	-.121	-.917	.363
	KEPUASAN	.298	.125	.374	2.376	.021

Source: Processed data, 2026

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a. Work culture has a regression coefficient of 0.386 with a significance value of 0.000 (<0.05), indicating a positive and significant effect on employee performance.

b. Work motivation has a regression coefficient of 0.241 with a significance value of 0.066 (>0.05), indicating no effect on employee performance.

c. Performance allowances have a regression coefficient of -0.134 with a significance value of 0.363 (>0.05), indicating no effect on employee performance.

d. Job satisfaction has a regression coefficient of 0.298 with a significance value of 0.021 (<0.05), indicating a positive and significant effect on employee performance.

Mediation Effect Results

a. The Effect of Work Culture on Employee Performance through Job Satisfaction Based on the Sobel test results, the *t-count* value was 1.675 < *t-table* 1.96. This indicates that job satisfaction (Z) does not mediate the effect of work culture (X1) on employee performance (Y).

b. The Effect of Work Motivation on Employee Performance through Job Satisfaction Based on the Sobel test results, the *t-count* value was 2.008 > *t-table* 1.96. This indicates that job satisfaction (Z) mediates the effect of work motivation (X2) on employee performance (Y).

c. The Effect of Performance Allowances on Employee Performance through Job Satisfaction Based on the Sobel test results, the *t-count* value was 2.054 > *t-table* 1.96. This indicates that job satisfaction (Z) mediates the effect of performance allowances (X3) on employee performance (Y).

DISCUSSION

The Effect of Work Culture on Job Satisfaction at the Department of Communication and Informatics of North Lampung Regency

The hypothesis testing results indicate that work culture has a positive and significant effect on employee job satisfaction, with a coefficient value of 0.233 and a significance value of 0.022 (<0.05). This indicates that better implementation of work culture will increase employee job satisfaction. Based on respondents' responses, work culture obtained an average score of 3.77, indicating that organizational values, teamwork, openness, and a supportive work environment create comfort and improve employee satisfaction.

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The Effect of Work Motivation on Job Satisfaction at the Department of Communication and Informatics of North Lampung Regency

The hypothesis testing results show that work motivation has a positive and significant effect on job satisfaction, with a coefficient value of 0.446 and a significance value of 0.001 (<0.05). This indicates that higher work motivation leads to increased employee job satisfaction. This finding supports the research of Abhipsa Pal, (2018) Based on respondents' responses, work motivation obtained an average score of 3.79, indicating that internal and external motivation, such as responsibility, recognition, and a supportive work environment, contribute to improving employee satisfaction.

The Effect of Performance Allowances on Job Satisfaction at the Department of Communication and Informatics of North Lampung Regency

The hypothesis testing results show that performance allowances have a positive and significant effect on job satisfaction, with a coefficient value of 0.563 and a significance value of 0.000 (<0.05). This indicates that appropriate and fair performance allowances can increase employee job satisfaction. This result is consistent with Mat Desa et al., (2020) Based on respondents' responses, performance allowances obtained an average score of 3.79, indicating that financial rewards based on discipline and workload make employees feel valued and increase their satisfaction.

The Effect of Job Satisfaction on Employee Performance at the Department of Communication and Informatics of North Lampung Regency

The hypothesis testing results show that job satisfaction has a positive and significant effect on employee performance, with a coefficient value of 0.298 and a significance value of 0.021 (<0.05). This indicates that higher job satisfaction contributes to improved employee performance. This finding supports the research of Jawaad et al., (2019) Based on respondents' responses, job satisfaction obtained an average score of 3.76, indicating that satisfaction with work, appreciation, and relationships within the organization encourage employees to perform their duties effectively.

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The Effect of Work Culture on Employee Performance at the Department of Communication and Informatics of North Lampung Regency

The hypothesis testing results show that work culture has a positive and significant effect on employee performance, with a coefficient value of 0.386 and a significance value of 0.000 (<0.05). This indicates that a strong work culture improves employee performance. This finding is consistent dos Santos et al., (2020) Based on respondents' responses, work culture obtained an average score of 3.77, indicating that organizational values, discipline, and cooperation support employees in completing tasks effectively and achieving organizational goals.

The Effect of Work Motivation on Employee Performance at the Department of Communication and Informatics of North Lampung Regency

The hypothesis testing results show that work motivation does not have a significant effect on employee performance, with a coefficient value of 0.241 and a significance value of 0.066 (>0.05). This indicates that increased motivation does not directly improve employee performance. Although respondents perceived their work motivation as high with an average score of 3.79, the dominance of mature and senior employees causes motivation to be more focused on work stability rather than performance improvement. This finding is consistent with Kristanti & Eko Yudiatmaja, (2022) who stated that work motivation does not always affect employee performance.

The Effect of Performance Allowances on Employee Performance at the Department of Communication and Informatics of North Lampung Regency

The hypothesis testing results show that performance allowances do not have a significant effect on employee performance, with a coefficient value of -0.134 and a significance value of 0.363 (>0.05). This indicates that performance allowances have not directly improved employee performance. This condition occurs because employees perceive that the allowances received are not fully proportional to their workload and responsibilities. This finding supports Suwanda, (2019) who stated that performance allowances do not significantly affect employee performance.

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The Role of Job Satisfaction as a Mediating Variable in the Effect of Work Culture on Employee Performance

The Sobel test results show a *t-count* value of 1.675 < 1.96, indicating that job satisfaction does not mediate the effect of work culture on employee performance. This means that work culture directly influences employee performance without requiring job satisfaction as an intervening variable. This finding is consistent with Abane et al., (2022) In a bureaucratic environment, employees tend to perform based on organizational rules, values, and professional responsibilities, allowing work culture to improve performance directly.

The Role of Job Satisfaction as a Mediating Variable in the Effect of Work Motivation on Employee Performance

The Sobel test results show a *t-count* value of 2.008 > 1.96, indicating that job satisfaction significantly mediates the effect of work motivation on employee performance. This means that motivation will have a stronger impact on performance when it creates employee satisfaction. This finding supports the Emmanuel & Nwuzor, (2021) Job satisfaction acts as a bridge that transforms employee motivation into improved productivity and better organizational performance.

The Role of Job Satisfaction as a Mediating Variable in the Effect of Performance Allowances on Employee Performance

The Sobel test results show a *t-count* value of 2.054 > 1.96, indicating that job satisfaction significantly mediates the effect of performance allowances on employee performance. This means that performance allowances must not only provide financial benefits but also create a sense of appreciation and satisfaction among employees to improve performance. This finding is consistent with (Mardhotillah et al., 2021).Through job satisfaction, performance allowances become a factor that encourages employee responsibility, productivity, and optimal performance.

CONCLUSION

1. Work culture has a positive and significant effect on employee job satisfaction. Better work culture leads to higher employee satisfaction.

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2. Work motivation has a positive and significant effect on employee job satisfaction. Higher motivation increases employee satisfaction with their work.
3. Performance allowances have a positive and significant effect on employee job satisfaction. Fair and appropriate allowances improve employee satisfaction.
4. Work culture has a positive and significant effect on employee performance. A good work culture improves discipline, task implementation, and organizational goal achievement.
5. Work motivation does not have a significant effect on employee performance. Increased motivation does not directly improve employee performance.
6. Performance allowances do not have a significant effect on employee performance. The amount of allowances received does not directly improve employee performance.
7. Job satisfaction has a positive and significant effect on employee performance. Higher job satisfaction leads to better employee performance.
8. Job satisfaction does not mediate the effect of work culture on employee performance. Work culture directly influences employee performance through organizational values and practices.
9. Job satisfaction significantly mediates the effect of work motivation on employee performance. Work motivation improves performance through increased employee job satisfaction.
10. Job satisfaction significantly mediates the effect of performance allowances on employee performance. Allowances that increase job satisfaction contribute to improved employee performance.

IMPLICATION

This study provides theoretical, practical, and methodological implications. Theoretically, this research strengthens the Human Resource Management concept by confirming that work culture, work motivation, and compensation systems influence employee behavior and performance, while job satisfaction acts as a mediating variable that explains the relationship between these factors and employee performance. Practically, the findings provide recommendations for the Department of Communication and Informatics of North Lampung Regency to strengthen work culture through discipline, integrity, teamwork, and service orientation; improve job satisfaction as a strategy to enhance performance; evaluate performance allowance systems based on actual work achievements; increase motivation

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through non-financial rewards, career development, training, and digital competency improvement; and strengthen performance evaluation based on work outcomes and service quality. Methodologically, this study applies a quantitative approach using saturated sampling involving all ASN employees (civil servants and government employees with work agreements) as research respondents. The use of job satisfaction as a mediating variable provides a more comprehensive understanding of the mechanism through which work culture, work motivation, and performance allowances influence employee performance.

SUGGESTION

a. The institution is advised to strengthen work culture evaluation, improve the performance allowance system based on actual achievements, enhance employee digital competencies through continuous training, conduct regular job satisfaction evaluations, and develop objective performance assessment systems. Additionally, non-financial rewards such as appreciation, career development, and training opportunities should be provided to improve employee motivation.
b. Future research is recommended to examine other factors affecting employee performance, expand the research scope to other government institutions, apply longitudinal approaches, and use more varied measurement indicators. Researchers should also ensure proper questionnaire distribution and supervision to obtain accurate and unbiased data.

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