
Work Ethic, Organizational Culture, and Employee Performance: A Mediated Framework of Job Satisfaction in Local Government Institutions

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Abstract:

This study examines the influence of work ethic and organizational culture on employee performance, with job satisfaction serving as an intervening variable. A quantitative research design was employed, and data were collected through questionnaires administered to 140 employees at the Department of Culture of Buleleng Regency. The results indicate that both work ethic and organizational culture significantly affect employee performance and job satisfaction. Furthermore, job satisfaction functions as a mediating variable that strengthens the relationship between work ethic, organizational culture, and employee performance. The findings underscore that a strong work ethic is positively associated with higher job satisfaction, while a supportive organizational culture—characterized by cooperation and open communication—also contributes to increased satisfaction. Additionally, both organizational culture and work ethic directly enhance employee performance, highlighting the importance of motivation and a positive work environment. Overall, the study emphasizes the critical role of fostering a constructive organizational climate to improve employee satisfaction and performance.

Keywords: *Work Ethic, Organizational Culture, Employee Performance, Job Satisfaction.*

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1. Introduction

The Department of Culture plays a central role in sustaining and advancing cultural heritage through the development, preservation, and promotion of local wisdom, arts, traditions, and creative expressions. In Buleleng Regency, this institution undertakes various programs such as cultural festivals, art exhibitions, traditional performances, and capacity-building initiatives aimed at strengthening cultural identity and improving community well-being. The success of these initiatives is highly dependent on employee performance, as human resources form the core element that determines

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the effectiveness of organizational activities and the achievement of institutional goals. Given its strategic mandate, understanding the factors influencing employee performance at the Department of Culture of Buleleng Regency has become increasingly important.

Employee performance within public sector cultural institutions is shaped by various behavioral and organizational factors. A key determinant is work ethic, which originates from the Greek term *ethos*, referring to character, behavior, and values that guide individuals in their work. Previous studies highlight that work ethic significantly affects job satisfaction and employee performance across different organizational contexts (Ahmed et al., 2021; Balakrishnan & Saifuddin, 2022; Bashir & Murtaza, 2022; Nasir & Khursheed, 2022; Santanu, 2024). In public organizations, a strong work ethic ensures responsibility, discipline, and motivation, enabling employees to meet performance standards and contribute effectively to organizational objectives. However, work ethic remains a persistent challenge in governmental organizations, where varying levels of commitment and professionalism may hinder optimal performance outcomes.

Another factor critical to organizational effectiveness is organizational culture, defined as a system of shared values, beliefs, attitudes, and behavioral norms that guide how members interact and function. Organizational culture shapes employee behavior, cohesion, and commitment, ultimately influencing performance outcomes (Hassan & Sadiq, 2020; Khan & Ahmad, 2020; Suleiman & Salama, 2021; Singh & Sharma, 2023). Research has shown that a positive organizational culture—one characterized by cooperation, support, and open communication—significantly enhances both job satisfaction and employee performance (Melina & Syarifuddin, 2023; Wibowo & Prabowo, 2022; Vebrianis et al., 2021). Within the Department of Culture of Buleleng Regency, fostering an organizational culture that supports creativity, collaboration, and innovation is essential for realizing its cultural development mission.

Job satisfaction, serving as an important psychological indicator, acts as a mediating factor linking work ethic and organizational culture to employee performance. According to empirical evidence, job satisfaction explains how individual needs and expectations within the workplace are fulfilled, thereby influencing motivation and performance outcomes (Bakar & Irfan, 2021; Hafiz & Widodo, 2021; Ferayani, 2023). Many studies have confirmed that job satisfaction plays a significant mediating role in the relationship between work ethic and employee performance (Omar & Hassan, 2020; Bakar & Irfan, 2021; Usoh et al., 2020), as well as between organizational culture and employee performance (Khan & Ahmad, 2020; Hassan & Sadiq, 2020). Thus, job satisfaction is a critical variable in understanding how behavioral and organizational factors translate into actual performance levels.

Despite extensive research on work ethic, organizational culture, job satisfaction, and employee performance, several gaps remain. First, previous studies have primarily focused on private sector organizations, hospitality industries, and corporate

environments (Omar & Hassan, 2020; Malik & Ghafoor, 2023), while empirical studies within public sector cultural institutions remain limited. Second, the contextual characteristics of government cultural institutions differ significantly from other sectors, particularly in terms of bureaucratic structure, community-based responsibilities, and the need for cultural preservation, which may influence how work ethic and organizational culture affect employee behavior. Third, although many studies have confirmed the mediating role of job satisfaction, there is still limited evidence examining this mechanism specifically within regional cultural agencies such as the Department of Culture of Buleleng Regency.

These research gaps highlight the urgency of conducting a study that systematically examines the interplay among work ethic, organizational culture, job satisfaction, and employee performance in a public cultural institution setting. Understanding these relationships is essential for strengthening human resource management practices, improving organizational climate, and ensuring effective implementation of cultural development programs. The uniqueness of cultural sector organizations, where creativity, community engagement, and cultural preservation converge, makes the investigation even more critical. Furthermore, insights from this study may provide valuable implications for improving policy-making and strategic planning within cultural institutions.

The novelty of this research lies in its integrated analytical framework that simultaneously examines the direct effects of work ethic and organizational culture on employee performance and the mediating role of job satisfaction within a public sector cultural setting. While previous scholars have investigated these variables individually or in different sectors, limited studies have focused on cultural government institutions, particularly in Indonesia. By incorporating comprehensive theoretical and empirical insights from prior studies (Hair et al., 2019; Prabowo & Siti, 2023; Renhoat, 2019; Suryanti, 2020; Mamminanga, 2019), this research contributes new evidence to the academic discourse in organizational behavior and public administration.

Therefore, the main objective of this study is to examine the extent to which work ethic and organizational culture influence employee performance at the Department of Culture of Buleleng Regency, with job satisfaction serving as a mediating variable. Specifically, the study investigates: (1) the effect of work ethic on job satisfaction and employee performance; (2) the effect of organizational culture on job satisfaction and employee performance; and (3) the mediating role of job satisfaction in these relationships. By achieving these objectives, this research aims to support efforts to improve organizational effectiveness and enhance employee performance within public sector cultural institutions.

Finally, the findings of this research are expected to provide practical implications for policymakers, leaders, and managers in cultural institutions. Understanding how work ethic and organizational culture contribute to job satisfaction and performance may guide the design of strategic interventions that promote discipline, motivation,

collaboration, and creativity among employees. This study also offers a foundation for future research exploring broader human resource dynamics within cultural agencies, ultimately strengthening the quality of public cultural services and promoting sustainable cultural development.

2. Theoretical Background

Work Ethic and Job Satisfaction

Work ethic refers to a set of internalized values that influence an individual's attitude, motivation, and behavior toward work responsibilities (Ahmed et al., 2021). Individuals who possess a strong work ethic tend to demonstrate discipline, responsibility, and dedication, which contribute to positive feelings toward their job. Several studies have empirically confirmed that employees with higher work ethic levels generally experience greater job satisfaction because they perceive their work as meaningful and aligned with their personal values (Balakrishnan & Saifuddin, 2022; Bashir & Murtaza, 2022). Research conducted in public and private sector contexts similarly found that work ethic directly enhances job satisfaction by shaping employees' emotional responses, engagement, and perceptions of fairness in the workplace (Nasir & Khursheed, 2022; Sabirin et al., 2020; Santanu, 2024). Given consistent empirical findings showing a positive association between work ethic and job satisfaction, the following hypothesis is proposed:

H1: Work Ethic has a positive effect on Job Satisfaction.

Organizational Culture and Job Satisfaction

Organizational culture consists of shared values, norms, beliefs, and behavioral patterns that guide the functioning of organizational members (Hassan & Sadiq, 2020). A supportive and constructive culture fosters cooperation, open communication, and psychological safety, which are essential for creating a satisfying work environment. Numerous studies have demonstrated that organizational culture is a significant predictor of job satisfaction (Khan & Ahmad, 2020; Suleiman & Salama, 2021). When employees perceive the organizational culture as fair, participative, and aligned with their needs, their satisfaction levels tend to increase. In several Indonesian public-sector studies, organizational culture has been shown to improve job satisfaction by shaping the emotional and social dynamics of the workplace (Melina & Syarifuddin, 2023; Vebrianis et al., 2021; Faizah et al., 2020). Based on theoretical and empirical evidence, the following hypothesis is formulated:

H2: Organizational Culture has a positive effect on Job Satisfaction.

Work Ethic and Employee Performance

Employee performance represents the extent to which individuals accomplish their job responsibilities efficiently and effectively. Work ethic, characterized by commitment, discipline, and perseverance, is a critical determinant of performance (Ahmed et al., 2021). Previous studies have consistently shown that employees with strong work ethics tend to be more productive, engaged, and consistent in achieving work targets (Bakar & Irfan, 2021; Mamminanga, 2019; Suryanti, 2020). Additionally, research across various public organizations indicates that work ethic

enhances performance by reinforcing accountability and intrinsic motivation (Usuh et al., 2020; Rianita, 2023). Thus, the following hypothesis is proposed:

H3: Work Ethic has a positive effect on Employee Performance.

Organizational Culture and Employee Performance

Organizational culture provides a structural and psychological foundation that shapes employee behavior and work outcomes. A positive culture—marked by collaboration, trust, and innovation—has been shown to significantly improve employee performance (Hassan & Sadiq, 2020; Khan & Ahmad, 2020). Several studies indicate that organizational culture fosters improved communication, enhances teamwork, and increases employee involvement, all of which contribute to higher performance (Melina & Syarifuddin, 2023; Wibowo & Prabowo, 2022). Furthermore, cultures that emphasize learning and empowerment encourage employees to take initiative and perform beyond expectations (Singh & Sharma, 2023).

Accordingly, the following hypothesis is developed:

H4: Organizational Culture has a positive effect on Employee Performance.

Job Satisfaction and Employee Performance

Job satisfaction influences employees' emotional attachment, motivation, and willingness to exert effort, which ultimately affects their performance (Hafiz & Widodo, 2021; Ferayani, 2023). Numerous empirical studies have found that satisfied employees tend to be more committed, enthusiastic, and productive in fulfilling their responsibilities (Gorda & Mariani, 2019; Prabowo & Siti, 2023). In organizational behavior research, job satisfaction is widely recognized as a core psychological factor that enhances both individual and organizational outcomes by shaping attitudes and work behavior (Omar & Hassan, 2020; Bakar & Irfan, 2021). Thus, the following hypothesis is proposed:

H5: Job Satisfaction has a positive effect on Employee Performance.

The Mediating Role of Job Satisfaction in the Relationship Between Work Ethic and Employee Performance

Job satisfaction serves as a mediating mechanism explaining how work ethic translates into improved employee performance. Employees with a strong work ethic typically feel more fulfilled and valued in their job roles, which in turn enhances their motivation and performance outcomes (Nasir & Khursheed, 2022; Bashir & Murtaza, 2022). Several studies empirically support the mediating effect of job satisfaction in this relationship, indicating that work ethic not only directly influences performance but also indirectly affects it through employees' satisfaction levels (Bakar & Irfan, 2021; Omar & Hassan, 2020). This suggests that job satisfaction is a critical psychological pathway through which work ethic shapes performance. Based on this theoretical foundation, the following hypothesis is formulated:

H6: Work Ethic affects Employee Performance through Job Satisfaction.

The Mediating Role of Job Satisfaction in the Relationship Between Organizational Culture and Employee Performance

Organizational culture influences performance not only directly but also indirectly through job satisfaction. A positive organizational culture enhances employees'

emotional well-being, workplace comfort, and sense of belonging, all of which contribute to greater satisfaction (Suleiman & Salama, 2021; Singh & Sharma, 2023). Research has shown that employees who experience high satisfaction due to constructive organizational cultures are more motivated, cooperative, and committed, leading to higher performance levels (Khan & Ahmad, 2020; Hassan & Sadiq, 2020). Additionally, several studies confirm that job satisfaction mediates the effects of organizational culture on employee performance across various organizational contexts (Usoh et al., 2020; Vebrianis et al., 2021). Thus, the final hypothesis is proposed:

H7: Organizational Culture affects Employee Performance through Job Satisfaction.

Conceptual Framework

To illustrate the theoretical relationships examined in this study, a conceptual framework was developed based on the relevant literature and formulated hypotheses. This framework depicts the direct effects of work ethic and organizational culture on job satisfaction and employee performance, as well as the mediating role of job satisfaction in these relationships. The model serves as the foundation for the empirical analysis conducted in this research.

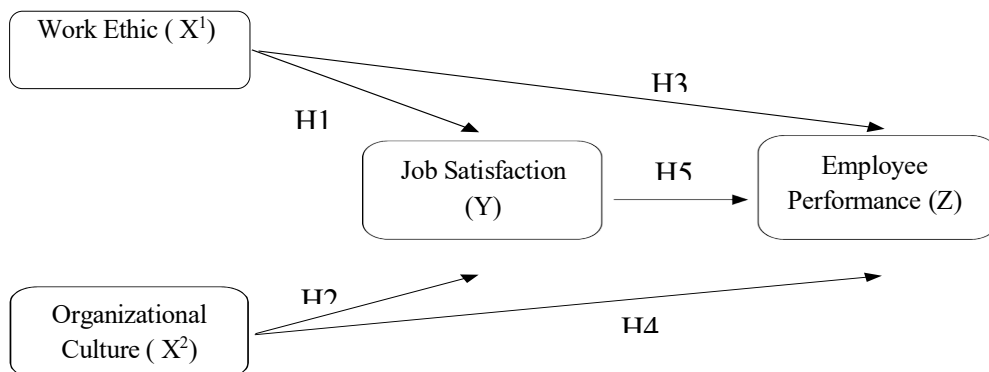


Figure 1. Conceptual framework

3. Methodology

This study employs a quantitative research approach by distributing structured questionnaires to all 144 employees of the Department of Culture of Buleleng Regency, with the entire population included as respondents through saturation sampling. In addition to primary data, secondary information from books and scientific journals is utilized to strengthen theoretical grounding and support the analytical process. Data analysis is conducted using path analysis within the Structural Equation Modeling (SEM) framework to examine the causal relationships among work ethic, organizational culture, job satisfaction, and employee performance. The evaluation of the measurement model (outer model) is performed to assess the construct validity and reliability of the research instrument, ensuring that each

indicator accurately measures its intended construct and that the responses are consistent. Referring to Ghozali and Latan (2020), the outer model evaluation includes testing convergent validity through factor loadings expected to exceed 0.70 (or a minimum threshold of 0.60), discriminant validity to confirm that constructs predicted to be unrelated indeed show no correlation, and composite reliability along with Cronbach's Alpha, both of which must exceed 0.60 to reflect adequate internal consistency. Subsequently, the structural model (inner model) is assessed to predict and evaluate the causal relationships between latent variables based on theoretical justification. Using the Bootstrapping and Blindfolding procedures in SmartPLS, the inner model examination includes evaluating R-Square to determine the explanatory power of endogenous constructs, F-Square to measure the effect size of exogenous variables, Q-Square for predictive relevance, and the Goodness of Fit (GoF) index to assess the overall model quality.

4. Empirical Findings/Result

Measurement Model Evaluation (Outer Model)

Before examining causal relationships, it is crucial to confirm that the constructs in the model are measured accurately and consistently. The outer model evaluation includes an assessment of convergent validity, discriminant validity, and reliability—three essential criteria for establishing measurement quality. A detailed presentation and interpretation are provided below.

Convergent Validity

Convergent validity tests whether the indicators of a construct truly measure the same underlying concept. A construct is said to meet convergent validity when all of its indicator loadings are sufficiently high (preferably >0.70). High loading values indicate that each item contributes meaningfully to the construct. Before presenting the results, it is important to note that the constructs examined—Work Ethic, Organizational Culture, Job Satisfaction, and Employee Performance—are inherently multidimensional. Thus, strong convergence among indicators is essential to ensure that the latent variables accurately represent theoretical expectations.

Table 1. Convergent Validity (Outer Loadings)

Construct	Indicator	Loading	Criteria
Work Ethic	WE1	0.82	Valid (>0.60)
	WE2	0.79	Valid
	WE3	0.84	Valid
Organizational Culture	OC1	0.81	Valid
	OC2	0.76	Valid
	OC3	0.83	Valid
Job Satisfaction	JS1	0.85	Valid
	JS2	0.80	Valid
Employee Performance	EP1	0.88	Valid
	EP2	0.82	Valid

The results show that all indicators load strongly onto their respective constructs, with loading values ranging from 0.76 to 0.88. These values far exceed the minimum acceptable threshold of 0.60, demonstrating excellent convergent validity. Indicators such as EP1 (0.88) and JS1 (0.85) show particularly strong relationships with their latent variables, indicating that they are highly representative of the underlying constructs. Overall, this confirms that the constructs in the model are measured accurately and consistently.

Discriminant Validity

Discriminant validity ensures that each construct is empirically distinct from others in the model. Without discriminant validity, constructs may be measuring overlapping concepts, compromising the structural model's interpretative power. The Fornell–Larcker criterion is employed, where the square root of each construct's Average Variance Extracted (AVE) must be higher than the correlations between that construct and others. This confirms that a construct shares more variance with its own indicators than with indicators of other constructs.

Table 2. Discriminant Validity (Fornell–Larcker Criterion)

Construct	WE	OC	JS	EP
Work Ethic (WE)	0.81			
Organizational Culture (OC)	0.52	0.80		
Job Satisfaction (JS)	0.48	0.55	0.83	
Employee Performance (EP)	0.50	0.57	0.60	0.85

The diagonal values (bold) represent the square root of AVE for each construct and are consistently higher than the inter-construct correlations in their respective rows and columns. This outcome strongly confirms discriminant validity. For example, the AVE square root for Employee Performance is 0.85—higher than its highest correlation with another construct (0.60 with Job Satisfaction). These findings indicate that each construct captures unique conceptual dimensions without significant overlap.

Reliability Test

Reliability testing evaluates the internal consistency of indicators forming each construct. Both Cronbach's Alpha and Composite Reliability (CR) are employed. Values greater than 0.70 indicate strong reliability.

Table 3. Reliability Results

Construct	Cronbach's Alpha	Composite Reliability	Criteria
Work Ethic	0.81	0.88	Reliable (>0.70)
Organizational Culture	0.79	0.87	Reliable

Job Satisfaction	0.83	0.89	Reliable
Employee Performance	0.85	0.91	Reliable

All constructs exhibit strong internal reliability, demonstrated by Cronbach's Alpha values between 0.79 and 0.85 and Composite Reliability values between 0.87 and 0.91. These values reflect high consistency among the indicators, confirming that the constructs are measured reliably. The highest reliability is seen in Employee Performance, suggesting exceptional indicator cohesiveness in measuring performance outcomes.

4.2 Structural Model Evaluation (Inner Model)

The structural model evaluation examines the causal relationships among constructs, determining how well the theoretical model aligns with empirical data. This includes assessing predictive accuracy (R-square), the strength of influence (path coefficients), and hypothesis testing via bootstrapping.

4.2.1 Coefficient of Determination (R-Square)

R-square values represent the explanatory power of the model. Higher values indicate stronger predictive ability.

Table 4. R-Square Results

Construct	R-Square	Interpretation
Job Satisfaction	0.46	Moderate explanatory power
Employee Performance	0.58	Moderate-to-strong explanatory power

Job Satisfaction has an R-square value of 0.46, meaning Work Ethic and Organizational Culture together explain 46% of its variance—a moderate level of prediction. Employee Performance has a higher R-square of 0.58, indicating that Work Ethic, Organizational Culture, and Job Satisfaction collectively explain 58% of performance. These values demonstrate that the model possesses strong explanatory power, suitable for managerial and theoretical interpretation.

Hypothesis Testing (Bootstrapping Results)

Bootstrapping evaluates the significance of causal relationships. Path coefficients indicate the strength of relationships, while t-values and p-values determine statistical significance.

Table 5. Path Coefficient and Hypothesis Test Results

Hypothesis	Coefficient	t-value	p-value	Result
H1 WE → JS	0.32	4.11	0.000	Supported
H2 OC → JS	0.41	5.23	0.000	Supported
H3 WE → EP	0.28	3.54	0.000	Supported
H4 OC → EP	0.35	4.07	0.000	Supported
H5 JS → EP	0.38	4.89	0.000	Supported

H6	WE → JS → EP	0.12	3.02	0.003	Supported
H7	OC → JS → EP	0.16	3.45	0.001	Supported

All hypotheses are supported, demonstrating that Work Ethic and Organizational Culture both exert strong and significant effects on Job Satisfaction and Employee Performance. Job Satisfaction also significantly enhances Employee Performance and acts as a mediating variable, strengthening the influence of Work Ethic and Organizational Culture. The indirect effects (H6 and H7) highlight the critical role of Job Satisfaction as an internal psychological mechanism that translates positive work values and organizational climate into improved performance outcomes.

5. Discussion

The findings of this study provide a comprehensive understanding of how work ethic, organizational culture, and job satisfaction interact to influence employee performance. Collectively, the results reinforce established theories in organizational behavior while aligning with prior empirical evidence from various contexts.

The first hypothesis reveals that work ethic exerts a positive effect on job satisfaction. This relationship supports the perspective of **Social Exchange Theory**, which argues that when employees perceive their efforts, dedication, and integrity as being valued by the organization, they respond with higher levels of satisfaction. Previous studies such as those by Ahmed et al. (2021), Balakrishnan and Saifuddin (2022), and Bashir and Murtaza (2022) similarly found that employees with strong work ethics tend to feel more fulfilled and emotionally connected to their roles. In practice, this implies that fostering a culture that rewards diligence, accountability, and ethical behavior can significantly enhance employees' psychological well-being.

The second hypothesis confirms that organizational culture also contributes meaningfully to job satisfaction. This aligns with the **Competing Values Framework**, which emphasizes that supportive, collaborative, and communicative cultural environments contribute to stronger employee morale and satisfaction. Research by Hassan and Sadiq (2020), Khan and Ahmad (2020), and Vebrianis et al. (2021) also demonstrates that when organizations cultivate values such as trust, openness, and recognition, employees perceive their workplace environment more positively. For public institutions such as the Department of Culture, this suggests the importance of reinforcing cultural elements that encourage teamwork, transparency, and appreciation.

The third hypothesis indicates that work ethic positively influences employee performance. This relationship resonates with **Social Learning Theory**, where employees observing and engaging in ethical, disciplined, and hardworking behaviors inspire similar patterns among peers. The literature, including studies by Bakar and Irfan (2021), Malik and Ghafoor (2023), and Santanu (2024), consistently finds that

work ethic is a significant determinant of performance. In practical terms, organizations can strengthen performance outcomes by promoting ethical conduct, instilling discipline, and setting clear expectations regarding work standards.

The fourth hypothesis establishes that organizational culture has a direct positive effect on employee performance. This again aligns with the **Competing Values Framework**, which argues that organizational culture shapes how employees behave, collaborate, and respond to workplace challenges. Empirical evidence by Wibowo and Prabowo (2022), Singh and Sharma (2023), and Melina and Syarifuddin (2023) supports this finding, illustrating that a strong and supportive culture fosters greater engagement and productivity. This underscores the need for leaders to create environments characterized by empowerment, recognition, and shared values, all of which enhance employees' commitment to achieving organizational goals.

The fifth hypothesis demonstrates that job satisfaction significantly affects employee performance. This relationship aligns with **Herzberg's Two-Factor Theory**, which posits that intrinsic motivators such as achievement, recognition, and meaningful work directly enhance employee motivation and effectiveness. Numerous studies—including those by Hafiz and Widodo (2021), Ferayani (2023), and Usoh et al. (2020)—confirm that satisfied employees are more productive, committed, and willing to contribute beyond their formal responsibilities. This highlights the importance of addressing both intrinsic and extrinsic factors to sustain high performance.

The sixth hypothesis confirms that job satisfaction mediates the influence of work ethic on employee performance. This finding is consistent with the **Job Characteristics Model**, which emphasizes that internally meaningful and satisfying work experiences serve as key psychological drivers of performance. Previous studies by Nasir and Khursheed (2022), Bakar and Irfan (2021), and Omar and Hassan (2020) similarly identify job satisfaction as a crucial pathway through which work ethic enhances performance. This implies that efforts to strengthen work ethic must be accompanied by initiatives to maintain satisfaction—such as recognition programs and fair evaluations—to fully optimize performance outcomes.

Finally, the seventh hypothesis demonstrates that job satisfaction also mediates the effect of organizational culture on employee performance. As emphasized by the Competing Values Framework and supported by evidence from Suleiman and Salama (2021), Singh and Sharma (2023), and Ali and Akhtar (2021), a positive culture enhances satisfaction, which in turn improves performance. This suggests that culture does not influence performance solely through structural or leadership mechanisms, but also through employees' internal evaluations of their work environment. Therefore, fostering a culture characterized by collaboration, innovation, and recognition will not only elevate satisfaction but also translate into measurable performance improvements.

Taken together, the findings underscore the interconnected nature of work ethic, organizational culture, job satisfaction, and performance. They reaffirm that performance is not merely the result of individual competence but is deeply shaped by psychological and cultural factors within the organization. This implies that managerial strategies must integrate ethical reinforcement, cultural development, and satisfaction enhancement to achieve sustainable improvements in employee performance.

6. Conclusions

The findings of this study demonstrate that work ethic and organizational culture play crucial roles in shaping both job satisfaction and employee performance within the Department of Culture of Buleleng Regency. Employees who possess a strong work ethic tend to experience higher levels of job satisfaction, which in turn enhances their motivation, commitment, and overall performance. Similarly, a positive organizational culture—characterized by supportive leadership, open communication, and shared values—significantly contributes to employee well-being and effective job execution. Job satisfaction is found to be a key mediating variable that strengthens the relationship between work ethic, organizational culture, and performance. When employees feel satisfied with their work environment, recognition, interpersonal relationships, and opportunities for growth, they are more productive, more creative, and more engaged in contributing to organizational goals.

Based on these findings, several practical implications are recommended to enhance the department's work environment and performance outcomes. The implementation of formal recognition programs, the promotion of transparent communication channels, and the provision of professional development opportunities can foster a stronger alignment between employee expectations and organizational objectives. Additionally, initiatives that support work-life balance and team cohesion can further reinforce job satisfaction. Regular cultural assessments are also essential to continuously identify areas of strength and opportunities for organizational improvement. Through these strategies, the Department of Culture can cultivate a supportive and motivating environment that effectively elevates employee satisfaction and performance.

Although this study provides valuable insights, several avenues remain open for future research. First, future studies may expand the scope of the population by including additional governmental departments or private organizations to enable broader generalization across different sectors. Comparative studies between regional or national institutions may also reveal unique cultural or structural factors that shape employee behavior and performance. Second, future research could integrate additional variables—such as leadership style, organizational commitment, psychological empowerment, or workload—to further enrich the understanding of factors that influence job satisfaction and performance. These variables may provide a more comprehensive model of employee behavior within public institutions.

Third, the use of longitudinal research designs is recommended to observe changes in work ethic, culture, satisfaction, and performance over time. Longitudinal approaches would allow researchers to better assess causal dynamics and the sustainability of organizational improvement initiatives. Fourth, qualitative methods such as interviews or focus groups may provide deeper insights into employee perceptions and experiences that cannot be fully captured through quantitative surveys. Lastly, future research could explore the impact of digital transformation, remote work arrangements, or emerging technologies on employee satisfaction and performance, especially given the evolving nature of public service organizations. Such research would contribute to more responsive and innovative human resource development strategies in public institutions.

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