

Linking Culture to Performance: How Organizational Culture Drives Employee Success at PT Cyberindo Aditama (CBN)

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Abstract

This study seeks to assess the impact of the corporate environment on worker productivity at PT Cyberindo Aditama (CBN), with an emphasis on the effect of satisfaction with work as a mediator. This study employs a quantitative approach using the SmartPLS analytic method to investigate the relationship between the culture of an organization, satisfaction with work, and worker productivity in the Palembang and Lampung offices. The study's findings show that corporate culture has a favorable and considerable impact on employee performance, both directly and indirectly via job satisfaction. The path coefficient demonstrates that company culture contributes to work satisfaction (coefficient 0.710) and worker productivity (coefficient 0.419), with job satisfaction mediating the link with a coefficient of 0.289. The standards are met by the loading factor values, Cronbach's Alpha, and Composite Reliability of the research model, which are declared adequate in terms of validity and reliability. The research model explains 58.4% of the variation in employee performance and 50.4% of the variation in work satisfaction, implying that both variables play an important role in predicting employee performance. These findings indicate the relevance of a positive organizational culture in boosting employee happiness and performance. They also provide advice for PT Cyberindo Aditama (CBN) management to successfully manage organizational culture to promote employee performance. The practical implication of this finding is that the management of PT Cyberindo Aditama (CBN) needs to manage organizational culture effectively to improve employee satisfaction and performance, as well as support the sustainability of the company's performance in the future.

Keywords: Dynamics Culture, Employee Performance, Job Satisfaction, Organizational Culture.

Introduction

Organizational culture (OC) is a fundamental component of company structure, profoundly influencing all operational and managerial aspects (1). As Jon Kenedi, 2020 (2) explains, organizational culture shapes performance through its dimensions, including shared values, established norms (3), and evolving practices that dictate employee behavior and attitudes within the organization (4). This culture serves as the backbone of organizational identity, influencing how employees interact, solve problems, and align with strategic objectives. Research by Riwayanti 2023 (5) emphasizes that a well-defined organizational culture is not only a pivotal factor in ensuring organizational success. In an era marked by globalization and intensifying business competition, understanding and managing organizational culture becomes imperative for companies to harness employee potential and achieve long-term strategic goals (6). The focus of this study is PT Cyberindo Aditama (CBN), a

prominent player in the information and communication technology sector. With two main branches located in Palembang and Lampung, the company provides a unique context. Each branch operates within distinct regional contexts, shaped by differing economic, social, and cultural landscapes. According to Kokubun, 2019, these regional nuances contribute to the development of localized organizational cultures, influenced by factors such as locality, leadership styles, and internal and external organizational dynamics (7). This variation raises critical questions: How do these localized cultures diverge between branches, and to what extent do such cultural differences impact employee performance outcomes? The Palembang branch, situated in the economic center of South Sumatra, operates within a highly dynamic and competitive environment. This context may foster an organizational culture that is more adaptive, innovative, and aligned with the demands of a rapidly evolving market.

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Conversely, the Lampung branch, characterized by a different regional demographic and economic profile, might develop a more traditional or localized cultural framework to address its unique challenges. These differing cultural paradigms not only reflect the adaptive strategies of each branch but also create potential disparities in employee behavior, work patterns, and motivation levels (8). As highlighted by Sari, 2022, such differences in organizational culture can manifest in variations in work effectiveness, communication dynamics, and overall employee performance within the organization (9). Understanding these variations is crucial for companies operating in a multi-branch framework, as it can inform strategies to harmonize organizational culture while optimizing employee productivity and satisfaction. In the broader context of organizational theory and practice, this research contributes to filling the gap in understanding how regional and organizational dynamics shape culture and performance within multi-branch companies. Ultimately, this study highlights the urgency of addressing cultural disparities within organizations to ensure consistency in achieving strategic objectives. In line with the findings of Hartati, 2020 (10), companies in competitive industries such as information technology must actively align their organizational culture to support employee performance (EP) and foster innovation and resilience. By bridging theoretical insights with practical applications, this study not only deepens the understanding of the organizational culture-performance relationship but also provides actionable recommendations to enhance organizational effectiveness.

Research Problem

The main problem addressed in this study is the difference in organizational culture between the Palembang and Lampung branches and its subsequent impact on employee performance. The Palembang branch, located in the economic center of South Sumatra, may have developed an organizational culture more adaptive to local needs and expectations. In contrast, the Lampung branch, operating in a distinct regional context, may adopt a different cultural approach. Identifying and addressing these cultural disparities is crucial to ensuring consistent and optimal employee performance across branches.

Empirical Gaps and Theoretical Framework

While existing studies have established an effect company culture to performance of employee, limited research has explored how intra-organizational cultural differences, particularly in multi-branch companies, influence performance outcomes (11, 12). Furthermore, there is a shortage of studies that examine the interaction between regional variables, leadership styles, and organizational dynamics in shaping branch-specific cultures. This study seeks to fill these empirical gaps by applying a theoretical framework that links organizational culture dimensions, such as shared values, internal communication, leadership, and work practices, to employee performance outcomes.

Research Objectives and Contributions

This research aims to evaluate the relationships between job satisfaction (JS), organizational culture, and employee performance at PT Cyberindo Aditama (CBN), aligning the objectives with the proposed hypotheses. The study seeks to identify the initial effect of corporate culture on worker performance, exploring how cultural elements such as values, norms, and practices affect outcomes across the Palembang and Lampung branches. Additionally, it examines association among culture in organizations and work satisfaction to assess how cultural variations impact employee satisfaction levels. Furthermore, this research investigates the actual impact of happiness at work on worker performance. Highlighting its critical role in driving productivity and outcomes. Lastly, the study investigates the mediatory function of work satisfaction in the connection among workplace culture and worker performance, providing insights into the indirect pathways through which culture influences performance. The contributions of this study are both theoretical and practical. Methodologically, the research employs a comprehensive approach, integrating surveys, interviews, performance data analysis, and advanced structural equation modeling using SmartPLS to ensure robust findings. Practically, the study delivers actionable insights for PT Cyberindo Aditama (CBN), offering strategies to align organizational culture across branches, improve job satisfaction, and enhance employee performance. These findings are expected to aid the organization in achieving

greater operational efficiency and provide valuable guidance for similar companies navigating cultural and performance challenges. By addressing these objectives, the study bridges the gap between theoretical frameworks and practical applications, ensuring its relevance to both academia and industry.

Importance of the Study

The urgency of this study lies in the need to understand and address potential cultural differences that significantly affect employee performance (13). According to Ellitan, 2020 (14) in the highly competitive information technology industry, it is essential to ensure that the implemented organizational culture supports and improves employee performance (15). A strong organizational culture fosters shared values, enhances communication, and strengthens leadership, contributing to improved employee outcomes and organizational success. By identifying the specific cultural challenges faced by the Palembang and Lampung branches of PT Cyberindo Aditama (CBN), this study seeks offering concrete advice for improving and harmonizing organizational culture. These include strategies to enhance internal communication, strengthen shared values, and improve leadership and management practices. The findings of the current research are likely to be used as a guide for optimizing employee performance and achieving long-term organizational goals.

Methodology

The current research employs a quantitative methodology, namely a survey method. This technique seeks to assess the correlation across the corporate culture and worker performance at PT Cyberindo Aditama (CBN). The cross-sectional survey approach collects data at a particular point in time, allowing simultaneous analysis of the relationship between variables.

Collected Data

The data for this study were collected through a

structured questionnaire distributed to employees of PT Cyberindo Aditama (CBN) in its Palembang and Lampung branches. The questionnaire includes validated indicators to measure the three main variables: organizational culture, job satisfaction, and employee performance. Each variable is assessed using a 5-point Likert scale, where respondents rate their level of agreement with various statements.

Population, Sample, and Sampling Method

The population of this study consists of all employees at PT Cyberindo Aditama (CBN) in its Palembang and Lampung branches. To determine an appropriate and representative sample size, the study uses the method suggested by Hair (16), which recommends multiplying the number of indicators by five. The study identifies 19 indicators across the three variables, leading to a minimum required sample size of 95 respondents. A proportionate stratified random sampling method is applied to ensure fair representation of employees from both branches, considering differences in branch size and demographics.

Descriptive Statistics of Data

Descriptive statistics are used to summarize respondent characteristics and provide an overview of the collected data. These include demographic variables such as age, gender, education level, years of service, and branch affiliation. Additionally, descriptive analysis provides insight into the central tendencies (mean, median) and variability (standard deviation) of responses across the three main variables.

Research Model/Framework

The research is based on the following conceptual framework:

OC is hypothesized to directly influence both JS and EP.

JS is hypothesized to mediate the relationship between OC and EP.

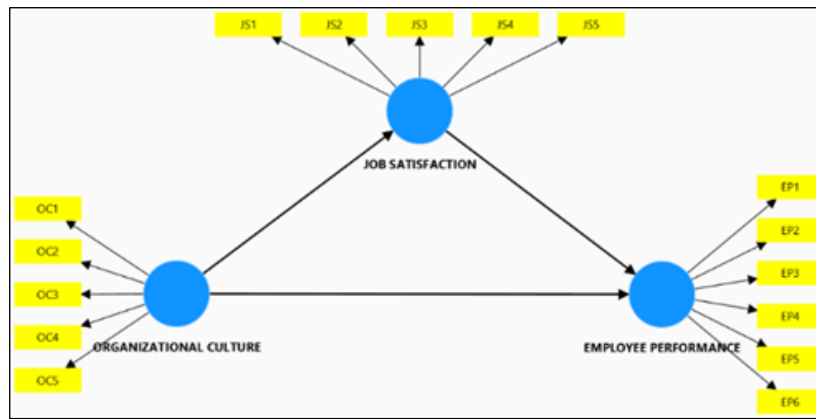


Figure 1: Model Specifications

Figure 1 illustrates the research model specifications, visually mapping out the relationships hypothesized in this study. This framework aligns with the hypotheses and aims to provide a comprehensive understanding of how organizational culture and job satisfaction interact to influence employee performance.

Hypothesis Development

Based on the conceptual framework, this study tests the following hypotheses: H1: OC significantly influences EP, H2: OC significantly influences JS, H3: JS significantly influences EP, H4: OC significantly influences EP through the mediation of JS.

Data Analysis Method

This study utilizes SmartPLS 4.1.0.3, a robust statistical tool designed for Structural Equation Modeling (SEM) and particularly effective for analyzing complex structural models. SmartPLS is well-suited to relatively small samples and unusual data distributions and making it an excellent fit for this study. The analysis starts with the measurement evaluation of the model, which analyzes the validity and reliability of the concepts using the CR, alpha Cronbach and AVE (17). These tests ensure that the constructs are consistent, reliable, and valid, while discriminant validity is verified to confirm that each construct is unique (18). Following this, the structural model evaluation examines the hypothesized correlation among variables through path coefficients and

bootstrapping (19). This step determines the significance of the relationships and evaluates the model's explanatory power using R-squared and predictive relevance (Q^2) (20). This involves calculating both the direct and indirect effects, with the mediation effect determined through the variance accounted for (VAF) method. The results from this analysis identify whether job satisfaction partially or fully mediates the relationship, providing deeper insights into how these variables interact. The findings are also expected to contribute to the academic literature by enhancing the understanding of these relationships in organizational contexts.

Results

Outer Model

Convergent Validity

To ensure the measurement model's validity, a convergent validity test was conducted. Convergent validity assesses the degree to which multiple indicators of a construct are correlated and collectively measure the same underlying concept (17). This is evaluated using outer loadings, where more than 0.70 indicate a strong correlation and validity of the indicators in measuring their respective constructs (21). Table 1 presents the outer loading in indicator across the constructs of Employee Performance, Job Satisfaction, and Organizational Culture.

Table 1: Results of Convergent Validity Test (Outer Loadings)

	EP	JS	OC
EP1	0.781		
EP2	0.852		
EP3	0.734		
EP4	0.713		

EP5	0.792	
EP6	0.718	
J.S_1		0.799
J.S_2		0.730
J.S_3		0.747
J.S_4		0.834
J.S_5		0.730
O.C_1		0.791
O.C_2		0.769
O.C_3		0.721
O.C_4		0.763
O.C_5		0.745

Following the results shown in Table 1, all indicators for Employee Performance (EP1–EP6), Job Satisfaction (JS1–JS5), and Organizational Culture (OC1–OC5) have outer loading values greater than 0.70. This indicates that all the indicators used in the study are valid and effectively represent their respective constructs. These findings corroborate the measurement model's great convergent validity, laying the groundwork for future structural model

analysis and hypothesis testing.

Discriminant Validity Test

Testing discriminant validity is crucial to ensure that the constructs in the study are distinct and measure different dimensions of the underlying variables (22, 23). A construct is considered to have good discriminant validity when the AVE exceeds its connecting with other component (24). The results of the discriminant validity test are shown in Table 2.

Table 2: Discriminant Validity Test

	EP	JS	OC
EP	0.767		
JS	0.708	0.769	
OC	0.705	0.710	0.758

The results in Table 2 show that the square of the root of AVE for each construct—Employee Performance (0.767), satisfaction with work (0.769), and Organizational Culture (0.758)—is greater than the correlation values with other dimensions. This illustrates which component is distinct and effectively distinguishes from the other concepts in the model. Therefore, the requirement for discriminant validity has been satisfied, ensuring the robustness of the measurement model for further analysis.

Reliability Estimate

Reliability testing is conducted to assess the consistency and stability of the measurement model. Two commonly used indicators for evaluating reliability are CR and CA (25). A construct is considered reliable if its Composite Reliability and Alpha Cronbach's value exceed the threshold of 0.70 (26). Table 3. Reliability estimate Results summarizes the reliability analysis for the constructs of Employee Performance, Job Satisfaction, and Organizational Culture.

Table 3: Reliability Estimate

	Alpha Cronbach's	CR
EP	0.859	0.895
JS	0.827	0.878
OC	0.815	0.871

According to the results shown in Table 3, all constructions meet the reliability standards, with Alpha Cronbach's and CR values more than 0.70. This shows that the indicators for each

construct are consistent and trustworthy in quantifying their respective latent variables. Therefore, the measurement model is deemed reliable and suitable for further structural analysis.

R_Square

The R_square (R^2) assesses the percentage of variance in the variable that is dependent that can be determined by both independent variables (27). In this study, R^2 is used to determine the accuracy

of the structural model's predictions. The adjusted R^2 value offers a more reliable estimate by considering the number of predictors in the model. Table 4 presents the R_square and R_square adjusted for the dependent variables in the model.

Table 4: R_Square Test

	R ²	Adjusted R ²
EP	0.584	0.573
JS	0.504	0.497

Table 4 reveals a R^2 value of 0.584, indicating that corporate culture and happiness at work explain 58.4% of the variance in employee performance. The adjusted R^2 value of 0.573 further supports the reliability of this finding. For Job Satisfaction, the R^2 value is 0.504, indicating that 50.4% of the variation in job satisfaction is explained by the independent variable, organizational culture. The adjusted R^2 value of 0.497 offers a slightly more conservative estimate. Overall, these results suggest that the structural model provides a

moderate level of predictive power for both employee performance and job satisfaction, highlighting the significant impact of organizational culture on these two constructs.

Effect Size

The effect size (f^2) evaluates the impact of each independent variable on a dependent variable within the model. According to Hair et al., 2019 (28), Table 5 presents the effect size (f^2) test results for the relationships tested in the model, highlighting the magnitude of each effect.

Table 5: Effect Size Test Results

Path	f-Square
OC -> EP	0.198
JS -> EP	1,014

The connecting among OC and EP ($f^2 = 0.198$) indicates a medium effect size, signifying that organizational culture has a moderate impact on employee performance. In contrast, the relationship between JS and Employee Performance ($f^2 = 1.014$) reveals a large effect size, demonstrating that the JS plays a pivotal role in directly influencing EP. These findings emphasize that both organizational culture and the work

environment are significant contributors to employee performance, either directly or indirectly. They underscore the necessity of creating a supportive work environment and cultivating a strong organizational culture to enhance overall employee outcomes, reaffirming the vital role these factors play in boosting organizational performance.

Inner Model

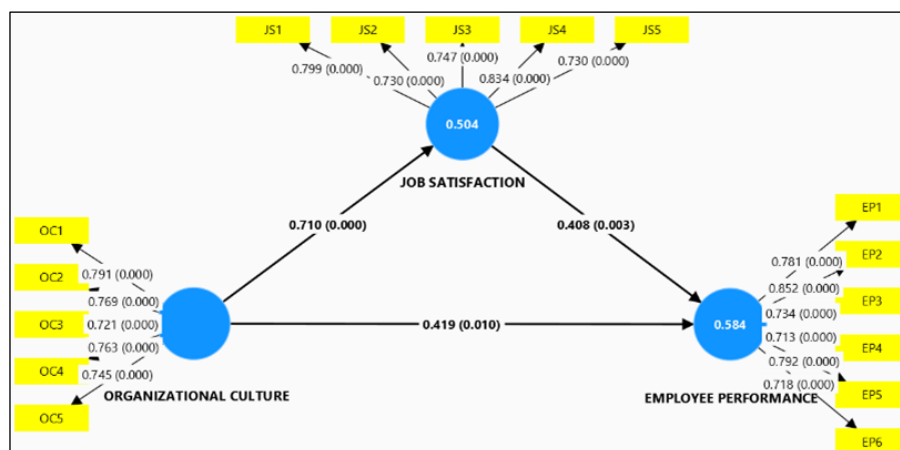


Figure 2: Estimate Model

Figure 2, which illustrates Estimate Model, shows that the coefficient values range from -1 to +1. A relationship is classified as positive and strong when the path coefficient approaches +1, while it is considered negative and weak when the coefficient is closer to -1. Hypothesis testing is conducted to analyze the connecting among the research variables by evaluating their P-values (29).

Table 6: Path Coefficients Test Results

Hypothesis	Path Coefficients	P-Values
H1	0.419	0.010
H2	0.710	0.000
H3	0.408	0.003
H4	0.289	0.003

The hypothesis testing results yield the following insights: First, OC has a significant positive impact on EP, as reflected by a path coefficient of 0.419 and a p-value of 0.010, confirming the acceptance of hypothesis H1. This indicates that a stronger OC leads to improved employee performance. Second, OC significantly influences JS, with a path coefficient of 0.710 and a p-value of 0.000, supporting hypothesis H2. This suggests that a well-implemented organizational culture enhances employee job satisfaction. Third, Job Satisfaction has a significant positive effect on EP, with a path coefficient of 0.408 and a p-value of 0.003, validating hypothesis H3. This demonstrates that employees with higher job satisfaction tend to perform better. Lastly, the analysis reveals that the relationship between OC and EP is significantly mediated by Job Satisfaction, as shown by a mediated path coefficient of 0.289 and a p-value of 0.003, confirming hypothesis H4. This highlights the crucial role of job satisfaction in bridging the influence of OC on EP.

Discussion

This discussion centers on the development and evaluation of a model that examines the influence of Organizational Culture on Employee Performance, along with the mediating role of Job Satisfaction. The study seeks to deepen understanding of how organizational culture impacts employee performance, both directly and indirectly through job satisfaction. Before interpreting the hypothesis testing results, it is essential to evaluate the model's validity and reliability. The validity of the model's indicators is

Hypothesis Proof

Table 6 summarizes the results of the path coefficient analysis, which assesses the strength and significance of the relationships between the variables proposed in the hypotheses. The path coefficients reflect the extent of these relationships, while the p-values indicate their statistical significance.

outer loading, which must exceed 0.70. The results indicate that all indicators meet this criterion, confirming their validity. Discriminant validity is assessed by comparing the Cross Loadings values with the loadings of other constructs. The findings demonstrate strong discriminant validity, as the Cross Loadings values are higher than those for other constructs. The reliability of the construct indicators is exceeding 0.70. These results affirm that the research instrument is consistent and reliable in measuring the intended constructs. High reliability ensures the accuracy and dependability of the data obtained in this study. Similarly, the R² value for Job Satisfaction is 0.504, also classified as substantial. This means that 50.4% of the variation in Job Satisfaction is accounted for by the model, further underscoring its robustness in explaining variations in employee job satisfaction. The F2 analysis provides insights into the magnitude of influence that exogenous variables exert on endogenous ones. Based on the results, the F2 value for the effect of the Work Environment on Employee Performance demonstrates a substantial impact at the structural level, signifying that the Work Environment greatly influences Employee Performance (30). The path coefficient in this study assesses the strength and direction of relationships among variables. The path coefficient and hypothesis testing reveal that Organizational Culture has a significant positive effect on Employee Performance, with a coefficient of 0.419 and P-Values = 0.010, supporting hypothesis H1. Additionally, Organizational Culture significantly influences Job Satisfaction, with a path coefficient

of 0.710 and P-Values = 0.000, validating hypothesis H2. These findings suggest that a well-established organizational culture enhances employee job satisfaction. Furthermore, Job Satisfaction significantly affects Employee Performance, with a path coefficient of 0.408 and P-Values = 0.003, affirming hypothesis H3. This indicates that satisfied employees are likely to perform better. Lastly, hypothesis H4, which posits that Organizational Culture significantly impacts Employee Performance through the mediating role of Job Satisfaction, is also supported. The path coefficient for this mediation effect is 0.289, with P-Values = 0.003. This demonstrates that Job Satisfaction not only stems from a strong organizational culture but also serves as a crucial mediator in the relationship between Organizational Culture and Employee Performance (31, 32). The findings of this study highlight the significant role of organizational culture in enhancing employee performance, both directly and indirectly through job satisfaction as a mediating factor. With the model's validity and reliability confirmed, this research offers a solid foundation for organizations to foster a culture that prioritizes professionalism, integrity, and service orientation to boost employee satisfaction and performance. Furthermore, the results reveal that job satisfaction not only stems from a strong organizational culture but also serves as a critical mediator that amplifies the impact of organizational culture on employee performance. Therefore, organizations should focus on cultivating and improving cultural aspects that influence job satisfaction to achieve optimal employee performance.

Conclusion

The results of this study highlight the critical role of organizational culture in enhancing employee performance, both directly and indirectly through job satisfaction. A strong and positive organizational culture fosters higher job satisfaction, which subsequently leads to improved employee performance. Therefore, company management should prioritize the development and management of a supportive organizational culture to enhance job satisfaction and optimize overall employee performance. Recommendation for future research is to examine the moderating or mediating role of other factors, such as work

motivation, leadership style, or organizational commitment, in the connecting among OC, JS, and EP. Additionally, employing longitudinal methods to observe changes in organizational culture and their impact on employee performance over time could provide valuable insights. Expanding the scope of research to include various industries would also help explore how the influence of organizational culture varies across different work contexts. These approaches can offer a deeper understanding of organizational culture dynamics and provide more tailored guidance for human resource management across diverse sectors.

Abbreviation

Nil.

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Author Contributions

Sulaiman Helmi was responsible for the conceptualization of the study, preparation of the original draft, and data analysis, ensuring that the research framework and findings were clearly articulated. Trievanni Chantika took charge of writing and editing the manuscript, focusing on maintaining clarity and coherence throughout the text. Yayan Sofyan and Muh Asriadi AM contributed to the methodology, validation, and formal analysis. Together, the authors worked collaboratively to produce a comprehensive and insightful study.

Conflict of Interests

All authors disclose no conflicts of interest in the publishing of this research.

Ethics Approval

Ethics approval was not required for this research as it involved the analysis of employee performance data without personal identifiers or sensitive information. All data were handled with confidentiality, and the research adhered to ethical standards in organizational research.

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