

The Effect of Organizational Culture and Organizational Political Perception on Employee Performance through Job Satisfaction as a Mediation Variable at PT "X"

Syhadatan Beva Agdesuri¹, Rezi Erdiansyah²

Universitas Tarumanagara, Indonesia

Email: Bevaa13@gmail.com¹, rezie@fikom.untar.ac.id²

ABSTRACT

Keywords:

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Organizational*

*Political Perception,
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This study aims to analyze organizational culture's influence and political perception on employee performance, with job satisfaction as a mediating variable. The study was conducted on PT "X" employees using a quantitative approach. Data was collected through questionnaires and analyzed using the Structural Equation Modeling (SEM) method. The research sample consisted of 105 employees at PT "X", which was obtained through purposive sampling

techniques. This study analyzes the influence of Organizational Culture (BO) and Organizational Political Perception (PPO) on Employee Performance (KK), with Job Satisfaction (KPK) as a mediating variable. The results showed that BO had a significant positive effect on the KK and the KPK, while the KPK did not have a significant effect on the KK. PPO has a significant positive effect on the KK, but not the KPK. The mediation route through the KPK is also insignificant in the relationship between BO, PPO, and KK. These findings emphasize the importance of a strong organizational culture and proper management of political perceptions in improving employee performance.

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INTRODUCTION

Organizations must improve employee performance to survive and grow in the era of globalization and increasingly fierce business competition. Employee performance is a key factor that determines the success of an organization (Fiernaningsih et al., 2022; Prihadini et al., 2021; Sheppard, 2016). Employee performance is not only influenced by individual abilities, but also by various organizational factors, including organizational politics and organizational culture (Babalola, 2016; Thuda et al., 2019; Zhenjing et al., 2022).

Employee performance is a crucial factor that determines the success and competitiveness of an organization. Employee performance reflects the individual's effectiveness and efficiency in performing the assigned tasks and their contribution to the achievement of the organization's vision. As the complexity of the challenges facing modern organizations increases, it is important to understand the factors that affect employee performance and how to manage those factors to achieve optimal results (Braunerhjelm & Lappi, 2023; Diamantidis & Chatzoglou, 2019; Prayogi & Annisa, 2023; Siswadi & Fahmi, 2023).

Factors that affect employee performance, such as organizational politics, organizational culture, and job satisfaction, are interrelated in human resource management. Organizational politics can reduce employee satisfaction and performance through stress and dissatisfaction, although it can sometimes motivate achievement (Abbas et al., 2021; Bukhari & Kamal, 2017). Meanwhile, organizational culture is also used as a reference in carrying out daily activities to

achieve certain goals (Erdiansyah, 2024). High job satisfaction also contributes to employee motivation and productivity, while reducing the desire to switch jobs, which ultimately strengthens the relationship between these factors in supporting overall organizational performance (Afsar et al., 2022; Wang et al., 2022). Research by Hochwarter et al. (2022) shows that organizational political perceptions can increase stress and decrease job satisfaction, negatively impacting employee performance.

A culture that supports the organization's goals and makes the organization adaptable to the rapid changes of the times can be an advantage for the organization. Organizational culture is a set of values, beliefs, and organizational guidance in doing something (Agarwal et al., 2020; Indiyati et al., 2021; Ratnasari et al., 2020). Employee performance affects the organization's culture. Organizational culture, which can take the form of social norms, rituals, working methods, and specific and unique ways of each organization, can affect employee performance.

In addition to organizational culture, job satisfaction is one of the significant mediating factors between organizational variables, such as organizational politics and organizational culture, on employee performance. Job satisfaction refers to how individuals feel satisfied with their work, including job responsibilities, salary, working conditions, and relationships with coworkers. Bowling et al. (2022) show that high levels of job satisfaction can increase employee motivation and productivity, while low job satisfaction can lead to decreased performance and increased turnover rates.

The phenomenon of organizational culture and politics influencing employee performance through job satisfaction results from political dynamics in the workplace that affect interactions between members of the organization and the performance of each individual in the organization. Employee performance, which is influenced by individual factors and the work environment, is highly dependent on the level of job satisfaction that can be affected by the organizational culture applied and the level of inequality that may arise from organizational politics.

Employees' perceptions of organizational politics can increase levels of anxiety, stress, and distrust, which ultimately lowers their job satisfaction and performance within the organization, as well as encourages them to quit. Negative perceptions of office politics lead to reduced participation and performance, increased anxiety, and decreased job satisfaction, all of which contribute to increased employee turnover. When politics is seen as a threat rather than an opportunity, employees tend to respond with defensive behaviors, such as avoiding actions, blaming others, or accusing, which often relates to negative feelings about work and the work environment.

Integration in an organization is essentially achieved when individual employee goals are aligned and integrated with organizational goals. The higher the level of harmony between the two, the stronger the level of integration formed (Erdiansyah et al., 2024).

This model was tested on PT "X," which experienced a decrease in employee performance, which ultimately affected the increase in employee turnover. Based on the results of the Employee Survey conducted by the HC PT "X" team, there are problems in the organizational culture that are still very diverse so that there is no clear guidance related to activities carried out together,

besides that the organizational political perception has caused reduced participation, increased anxiety, decreased job satisfaction and resulted in a decrease in employee performance levels. When politics is seen as a threat rather than an opportunity, employees will respond with defensive behavior to avoid action, blame, or accusation, which is often associated with feelings for the job and work environment. At some point, this will tire employees out, and they end up leaving the organization. Reactions to dysfunctional organizational politics are an overall decrease in productivity, a lack of concentration, demotivation in employees, changes in employee attitudes, increased stress levels, and misinformation.

Gutpay et al (2021) research shows that the organizational political perception has no significant relationship with Employee Performance. So, the better a person's perception of organizational politics, the less it will affect the improvement of their performance in the organization. Research from Utami et al (2013) states that there is a significant negative relationship between the organizational political perception and Job Satisfaction (Job Satisfaction), the logic of the description is that if the organizational political perception is owned by employees the stronger then the job satisfaction of employees in the organization decreases.

In this context, the study aims to analyze the influence of employee perception on organizational politics and organizational culture, which affect employee performance, with job satisfaction as a mediating variable. This study is important because it provides insight into how these organizational elements influence each other. This research is also expected to provide practical recommendations for organizational management in creating a conducive work environment to improve employee performance through an appropriate organizational culture approach and effective organizational political management.

Based on the phenomenon and the results of previous research, the researcher is interested in discussing and taking the title of the research, namely " The Effect of Organizational Culture and Organizational Political Perception on Employee Performance through Job Satisfaction as a Mediation Variable at PT "X".

METHOD

This study uses a quantitative research design that combines data collection, measurement, and analysis based on questions that have been designed to test hypotheses and identify relationships between variables (Sekaran & Bougie, 2016). This study focuses on the relationship between Organizational Culture and Organizational Political Perception on Employee Performance, with Job Satisfaction as a mediating variable in PT "X". The research method chosen was a cross-sectional design, in which data was collected once in a given period.

The object of this research is a permanent employee who has worked for at least 6 months at PT "X" in Tangerang. The researcher hopes that the data obtained is in accordance with the problem being researched so that it can answer the hypothesis that has been formulated. Primary data is the main source of information researchers obtain from variables relevant to the research objectives (Sekaran & Bougie, 2016). The researcher used questionnaires as an instrument to collect data. The questionnaire is a data collection technique that gives respondents written

statements to answer. The type of questionnaire used is a closed questionnaire, which means that the statements in this questionnaire do not provide the respondents with the freedom to answer according to their own opinion (Sekaran & Bougie, 2016).

The reason for choosing a closed questionnaire is that respondents can answer questions quickly by selecting the options that have been provided. In addition, the closed questionnaire makes it easier for researchers to analyze the data after all the questionnaires are collected. In the use of questionnaires, there are several conditions, such as the use of the Likert scale of 1 to 5, namely:

Strongly Disagree	1	2	3	4	5	Strongly agree
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Secondary data is information obtained from other parties and collected for research purposes. This data can come from internal or external sources of an organization or company. Researchers can also collect secondary data through literature review techniques involving articles, journals, and books relevant to the research topic. The data was collected by distributing 105 questionnaires directly to the target respondents in hopes of obtaining better results with a larger number of respondents and anticipating the possibility that some respondents did not fill out the questionnaire.

If more than 25% of the questions in the questionnaire are not answered, then the questionnaire should not be considered for inclusion in the analysis (Sekaran & Bougie, 2016).

The data analysis in this study used Partial Least Squares Modeling (PLS). This method is a multivariate statistical technique to conduct regression analysis to test the relationship between indicators and constructs or between constructs. The method consists of inner-model and outer-model analysis. The outer model analysis consists of validity and reliability tests that aim to show that research data can be used to perform formative and reflective measurements. Meanwhile, inner-model analysis aims to explain the relationship between variables.

RESULT AND DISCUSSION

Evaluation of Measurement Models (Outer Model)

1) Validity Test

Convergent validity can be categorized as valid as a result of a loading factor of more than 0.60 and an average variance extracted (AVE) > 0.50 (Yamin, 2023). Based on the results of the calculation of the validity test of 4 variables consisting of 32 statements, it shows that of all the statement indicators in the research instrument, several statements do not meet the required values, or it can be concluded that some of the statement indicators in the pre-test are invalid. Based on this, there needs to be an indicator item that must be eliminated, and the researcher re-processes the data by deleting the indicator that does not have a Loading Factor value of <0.60. The following is the data that has been reprocessed:

Table 1. Validity Test

Variable	Indicator	Loading Factors	AVE	Information
Organizational Culture	BO 1	0.758	0.557	Valid
	BO 2	0.739		Valid
	BO 3	0.750		Valid
	BO 4	0.733		Valid
	BO 5	0.751		Valid
Employee Performance	KK 1	0.723	0.749	Valid
	KK 2	0.724		Valid
	KK 3	0.937		Valid
	KK 4	0.962		Valid
	KK 5	0.944		Valid
Job Satisfaction	KPK 1	0.820	0.612	Valid
	KPK 2	0.790		Valid
	KPK 3	0.769		Valid
	KPK 6	0.762		Valid
	KPK 7	0.775		Valid
	KPK 8	0.810		Valid
	KPK 9	0.747		Valid
Organizational Political Perception	PPO 1	0.754	0.781	Valid
	PPO 2	0.900		Valid
	PPO 3	0.955		Valid
	PPO 4	0.881		Valid
	PPO 5	0.881		Valid
	PPO 6	0.917		Valid

Source: Data processing by researchers using SmartPLS 4 (2025)

Based on the data above, the value of loading factors is more than 0.60, so it can be concluded that all statement indicators in the research instrument are declared valid because they meet the requirements.

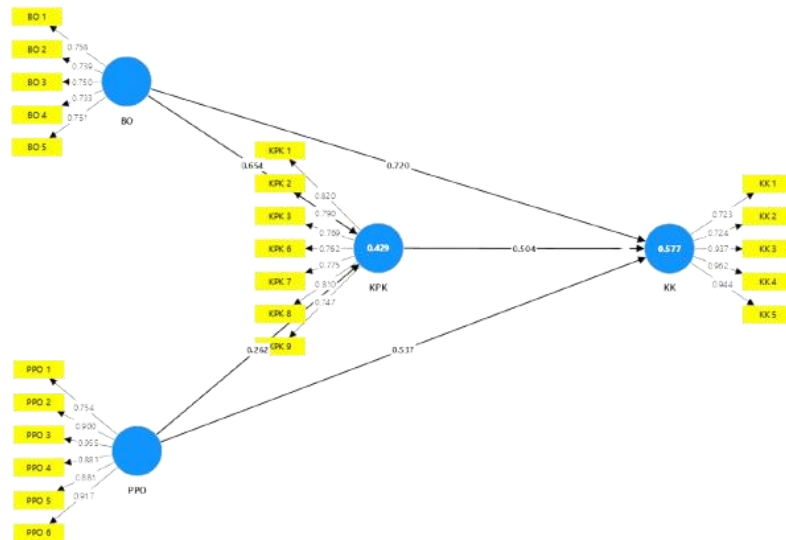


Figure 1.

Source: Data processing by researchers using SmartPLS 4 (2025)

2) Reliability Test

The reliability test was carried out to measure the consistency and reliability of the indicators of the questions in the questionnaire against the variables. According to Ghazali (2021), by looking at the limit of Cronbach's alpha and composite reliability values ≥ 0.60 , the indicator of statements in the questionnaire is said to be reliable, consistent, and relevant to the variable. The following are the results of the analysis of the reality of the research indicators.

Table 2. Data Reliability Test

	Cronbach's alpha	Composite reliability
Organizational Culture	0.806	0.826
Employee Performance	0.915	0.955
Job Satisfaction	0.896	0.902
Organizational Political Perception	0.943	0.949

Source: Data processing by Researchers using SmartPLS 4.0 (2025)

The results in Table 4.2 above show that all research variables, namely Organizational Culture, Perception of Organizational Politics, Job Satisfaction, and Employee Performance, have Cronbach's Alpha and Composite Reliability values ≥ 0.60 . This result indicates that if the statement indicator items in the questionnaire are stated to the same and different respondents, the results will be constant and consistent.

Discriminant Validity

Discriminant Validity is a measurement model through reflective indicators according to the construct's size, the Fornell and Larcker Criterion Test, and the Heterotrait-Monotrait (HTMT) ratio. If the relationship between the construct and the measurement is larger, it can show latent construct predictions related to block size (Ghozali, 2021).

1) The Fornell-Larcker Criterion Test

Evaluation of discriminant validity needs to be carried out by looking at the Fornell and Larcker criteria. Fornell and Larcker's criteria are that the root of variable AVE tends to be large from the relationship between variables (Ghozali, 2021).

Tabel 3. The Fornell-Larcker Criterion

	Organizational Culture	Employee Performance	Job Satisfaction	Organizational Political Perception
Organizational Culture	0.746			
Employee Performance	0.720	0.865		
Job Satisfaction	0.654	0.504	0.782	
Organizational Political Perception	0.453	0.537	0.262	0.884

Source: Data processing by Researchers using SmartPLS 4.0 (2025)

Based on the discriminant validity test results using the Fornell and Larcker criteria, it can be concluded that all constructs in this model have met the discriminant validity criteria. Each construct has a higher square root value of AVE than its correlation with other constructs, which means the constructs are empirically well distinguishable.

This shows that the measurement instrument used in this study has good quality and can be trusted to measure the construct in question.

2) Cross-Loadings

The cross-loading value in discriminant validity is said to be good if the correlation value of the indicator to the construct is higher than the correlation value of the indicator with other constructs (Ghozali & Latan, 2015).

Table 4. Cross Loadings

	BO	KK	KPK	PPO
BO 1	0.758	0.892	0.477	0.631
BO 2	0.739	0.401	0.457	0.248
BO 3	0.750	0.407	0.469	0.261
BO 4	0.733	0.420	0.549	0.217
BO 5	0.751	0.365	0.492	0.168
KK 1	0.474	0.723	0.497	0.178

KK 2	0.483	0.724	0.480	0.173
KK 3	0.675	0.937	0.414	0.593
KK 4	0.713	0.962	0.438	0.603
KK 5	0.709	0.944	0.433	0.588
KPK 1	0.618	0.477	0.820	0.224
KPK 2	0.541	0.391	0.790	0.163
KPK 3	0.562	0.445	0.769	0.209
KPK 6	0.370	0.313	0.762	0.171
KPK 7	0.428	0.352	0.775	0.182
KPK 8	0.422	0.334	0.810	0.146
KPK 9	0.551	0.394	0.747	0.310
PPO 1	0.206	0.398	0.224	0.754
PPO 2	0.315	0.488	0.218	0.900
PPO 3	0.511	0.497	0.294	0.955
PPO 4	0.453	0.510	0.223	0.881
PPO 5	0.494	0.517	0.238	0.881
PPO 6	0.373	0.413	0.177	0.917

Source: Data processing by Researchers using SmartPLS 4.0 (2025)

The table above also shows that each item's loading value against the construct is greater than the cross-loading value. Based on the results of the cross-loading analysis, there appears to be no problem with discriminant validity.

3) The HTMT ratio

Hair et al. (2019) state that the recommended HTMT value is below 0.90. The test results show that the HTMT value is below 0.90, the variable dividing the variation of the measurement item by the item that measures it is stronger than dividing the variance of other variable items.

Table 5. The HTMT ratio

	BO	KK	KPK	PPO
BO				
KK	0.762			
KPK	0.745	0.566		
PPO	0.457	0.528	0.277	

Source: Data processing by Researchers using SmartPLS 4.0 (2025)

Based on the discriminant validity test results using the HTMT (Heterotrait-Monotrait Ratio) approach, it can be concluded that all constructs in this model have met the criteria for discriminant validity. This shows that each construct measures a unique concept and does not overlap with other constructs, so it can be said that the measurement model has a strong and reliable discriminant validity.

Evaluation of Structural Models (Inner Model)

The testing of this structural model is aimed at reviewing the construct relationships and significant values of the R-squared and Q-squared of the research model. Structural model evaluation using R-squared to test the dependent construct and the significance of the structural path coefficient. In PLS assessment, the structural model can be started with the R-squared of the dependent latent variable. The influence of endogenous and exogenous variables has a substantive influence on the R-squared value (Ghozali & Latan, 2015). The Q-square value describes a measure of prediction accuracy: how well each change in exogenous/endogenous variables predicts endogenous variables. The significance of the parameters will provide an estimate related to the information related to the research variables.

1) Coloniality Test (VIF)

The first stage in the evaluation of the structural model is to check the absence of multicollinearity between the variables and the inner VIF (Variance Inflated Factor) size. If the estimation results show an inner VIF value of < 5 , it indicates no multicollinearity between variables (Hair et al., 2021).

Table 6. VIF (Variance Inflated Factor)

	Organizational Culture	Employee Performance	Job Satisfaction	Organizational Political Perception
Organizational Culture		2.053	1.257	
Employee Performance				
Job Satisfaction		1.752		
Organizational Political Perception		1.261	1.257	

Source: Data processing by Researchers using SmartPLS 4.0 (2025)

- The entire VIF value < 3.3 indicates no significant symptoms of multicollinearity in this structural model.
- This means that each independent variable (BO and PPO) makes a unique and independent contribution to the dependent variables (KPK and KK), without overly influencing each other.

- c) The highest VIF value is found in the relationship between Organizational Culture → Employee Performance at 2,053, which is still within safe limits.

2) R-squared

This hypothesis test uses a value on the output path coefficient with an R-square result of ≥ 0.67 , which means a good indication, 0.33-0.67 or moderate, and 0.19-0.33 indicates a weak model (Chin, 1998).

Table 7. R-Square

	R-square	Criterion
Employee Performance	0.577	Moderate
Job Satisfaction	0.429	Moderate

Source: Data processing by Researchers using SmartPLS 4.0 (2025)

The R^2 value of 0.577 in the Employee Performance (KK) variable shows that BO, PPO, and KPK can explain 57.7% of the variation in KK. Meanwhile, an R^2 of 0.429 on the Job Satisfaction variable (KPK) shows that BO and PPO can explain 42.9% of the variation in KPK. Based on the analysis of R-Square and R-Square Adjusted, it can be concluded that structural models have a fairly good (moderate) predictive ability in explaining variations in Employee Communication and Employee Competence constructs. This shows that the independent constructs used in this study are relevant and sufficiently influence the two dependent constructs.

3) Q-square

The predictive relevance test, or Q^2 , is carried out to determine how well the structural model can predict indicators of endogenous constructs. This test was carried out through the blindfolding procedure on SmartPLS 4. According to Chin (1998), if the value of Q^2 is greater than 0, then the model can be said to have predictive relevance. The interpretation of the Q^2 value is as follows:

- a) $Q^2 < 0.02$ = Irrelevant
- b) $Q^2 \geq 0.02$ = Small effect
- c) $Q^2 \geq 0.15$ = Medium effect
- d) $Q^2 \geq 0.35$ = High effect

The following are the results of the Q^2 test in this study:

Table 8. Q-Square

Construct	Q^2 Value	Criterion
Job Satisfaction (KPK)	0.429	High
Employee Performance (KK)	0.577	High

Source: Data processing by Researchers using SmartPLS 4.0 (2025)

- e) The Q^2 value for the Job Satisfaction construct (KPK) is 0.429, which shows that the model has a significant predictive ability for the indicators in the Job Satisfaction variable.

- f) The Q^2 value for the Employee Performance (KK) construct is 0.577, indicating that the model can accurately predict the Employee Performance variable.

Thus, these results show that the structural model in this study has good predictive ability for the endogenous variables studied.

4) Uji Hypothesis

Table 9. Path Coefficient

	T statistics (O/STDEV)	P values	2.5%	97.5%	Information
BO -> KK	6.238	0.000	0.364	0.709	Significant
BO -> KPK	11.824	0.000	0.544	0.771	Significant
KPK -> KK	0.826	0.409	-0.106	0.251	Insignificant
PPO -> KK	3.381	0.001	0.114	0.424	Significant
PPO -> KPK	0.572	0.567	-0.195	0.103	Insignificant

Source: Data processing by the researcher using SmartPLS 4.0 (2025).

Here is the analysis based on Table 9:

1. H1: The Influence of Organizational Culture on Employee Performance
The results showed that Organizational Culture positively and significantly influenced Employee Performance ($\beta = 0.549$, $p = 0.000$).
→ This means that the stronger the organizational culture that is built, the better the performance of employees.
2. H2: The Influence of Organizational Culture on Job Satisfaction
Organizational Culture also positively and significantly affects Job Satisfaction ($\beta = 0.674$, $p = 0.000$).
→ This shows that a supportive, open, and communicative culture can improve employee job satisfaction.
3. H3: The Effect of Job Satisfaction on Employee Performance
This relationship was insignificant ($\beta = 0.075$, $p = 0.409$).
→ In other words, job satisfaction does not directly affect performance in this model.
4. H4: The Influence of Organizational Political Perception on Employee Performance
Positive and significant effects were found ($\beta = 0.269$, $p = 0.001$).
→ This could indicate that although political perceptions exist, they can motivate individuals to show performance in certain contexts, for example, due to pressure or competition.
5. H5: The Influence of Organizational Political Perception on Job Satisfaction
Insignificant ($\beta = -0.043$, $p = 0.567$).
→ This suggests that an organization's political perception does not affect job satisfaction or potentially undermine it, but it is not statistically significant.

Overall, this model explains that Organizational Culture plays an important role in shaping Job Satisfaction and Employee Performance. However, the mediation pathway through Job

Satisfaction has not been proven to be significant, so the role of mediation does not occur in this model. Thus, strengthening organizational culture and managing political perceptions is key to improving employee performance.

5) Mediation Test

Table 10. Mediation Test

	P values	Conclusion
PPO -> KPK -> KK	0.720	No Mediation
BO -> KPK -> KK	0.421	No Mediation

Source: Data processing by the Researcher using SmartPLS 4.0, 2025.

Here are the results of the analysis:

1. The value of p indicates that the influence is not significant. This means that Job Satisfaction does not mediate the relationship between Organizational Political Perception (PPO) and Employee Performance (KK). In addition, the value of the path coefficient (original sample) was also very small and negative, indicating a very weak relationship direction.
2. The p-value also showed insignificant results, so Job Satisfaction was not proven to mediate the influence of Organizational Culture (BO) on Employee Performance (KK). Despite the positive direction of the relationship, its significance is not achieved.

There was no significant mediating effect of the Job Satisfaction variable (KPK) in the relationship between Organizational Culture (BO) and Organizational Political Perception (PPO) on Employee Performance (KK). In other words, the influence of the BO and PPO on the KK runs directly, and not through the KPK's mediation mechanism.

Structural Model (Inner Model)

Structural model testing was carried out to determine the relationship between the latent variables in the research model, namely Organizational Culture (BO), Organizational Political Perception (PPO), Job Satisfaction (KPK), and Employee Performance (KK). The evaluation was based on the bootstrapping results' path coefficient, p-value, and confidence interval (CI).

1. The results of the analysis showed that Organizational Culture (BO) had a positive and significant influence on Employee Performance (KK) with a coefficient of 0.549 ($p = 0.000$) and CI [0.364–0.709]. This means that the stronger the organizational culture employees feel, the higher the performance produced. In addition, BO also had a significant effect on Job Satisfaction (KPK) with a coefficient of 0.674 ($p = 0.000$; CI [0.544–0.771]), which indicates that a good organizational culture contributes to employee job satisfaction. These findings align with the theory of Robbins and Judge (2017) that a strong organizational culture can create value alignment and increase individual motivation and job satisfaction.
2. In contrast, the relationship between Job Satisfaction (KPK) and Employee Performance (KK) was not significant, with a coefficient of only 0.075 ($p = 0.409$) and a CI that included zero [-0.106–0.251]. This shows that job satisfaction has not been the main factor influencing

employee performance in the organizations studied. These results are not entirely consistent with Herzberg's (1959) theory, which states that job satisfaction is one of the determinants of performance.

3. Meanwhile, Organizational Political Perception (PPO) has a positive and significant influence on Employee Performance (KK), with a coefficient of 0.269 ($p = 0.001$; CI [0.114–0.424]). This shows that although political perceptions are usually associated with negative impacts, this perception encourages individuals to improve performance to adapt to a competitive organizational environment under certain conditions. However, PPO did not significantly affect the KPK (coefficient -0.043, $p = 0.567$; CI [-0.195–0.103]), so it can be concluded that political perceptions in organizations are not strong enough to affect employee job satisfaction levels.
4. Overall, this model explains that Organizational Culture plays an important role in shaping Job Satisfaction and Employee Performance. However, the mediation pathway through Job Satisfaction has not been proven to be significant, so the role of mediation does not occur in this model. Thus, strengthening organizational culture and managing political perceptions is the main key to improving employee performance.

CONCLUSION

This study aims to analyze the influence of Organizational Culture (BO) and Organizational Political Perception (PPO) on Employee Performance (KK) through Job Satisfaction (KPK). Based on the results of data analysis using the Partial Least Squares (PLS) model, it can be concluded that: Organizational Culture (BO) has a positive and significant effect on Employee Performance (KK). This shows that a strong organizational culture can improve employee performance. Organizational Culture (BO) also positively and significantly affects Job Satisfaction (KPK). A healthy and supportive work environment positively impacts employee job satisfaction. Job Satisfaction (KPK) does not significantly affect Employee Performance (KK). This shows that satisfaction does not necessarily improve performance, even if employees feel satisfied. Organizational Political Perception (PPO) positively and significantly affects Employee Performance (KK). This indicates that political perceptions in the work environment can encourage employees to improve performance in certain contexts. Organizational Political Perception (PPO) has no significant effect on Job Satisfaction (KPK). This means that political perceptions in the work environment do not increase job satisfaction, and even tend to decrease it. The mediation channel through Job Satisfaction (KPK) is insignificant, from the BO and the PPO to the KK, so the KPK does not mediate the relationship.

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