



# The Effect of Work Culture, Extrinsic Motivation on Employee Performance with Job Satisfaction as Intervening at the Payakumbuh City Transportation Office

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## Abstract

This study aims to test and analyze the effect of work culture, extrinsic motivation on employee performance with job satisfaction as intervening at the Payakumbuh City Transportation Office. This type of research is explanatory research with quantitative research methods. The sample in this study were all civil servants at the Payakumbuh City Transportation Office. Sampling in this study was carried out using saturated sample technique, where the entire population was used as a research sample. This study uses primary data and secondary data. Primary data was obtained through a questionnaire submitted directly to all civil servants at the Payakumbuh City Transportation Agency as many as 39 questionnaires. While secondary data comes from existing sources. The data was processed using variance-based Structural Equation Modeling (SEM) analysis Partial Least Square (PLS), using the SmartPLS4 application. The results showed that work culture has a negative but insignificant effect on employee performance. Meanwhile, extrinsic motivation has a positive and significant effect on employee performance. Furthermore, work culture has a positive and significant effect on job satisfaction and extrinsic motivation has a positive and significant effect on job satisfaction. For job satisfaction, it has a positive and significant effect on employee performance. Job satisfaction does not mediate the relationship between work culture and employee performance. Meanwhile, job satisfaction mediates the relationship between extrinsic motivation and employee performance at the Payakumbuh City Transportation Office.

## Abstrak

*Penelitian ini bertujuan untuk menguji dan menganalisis pengaruh budaya kerja, motivasi ekstrinsik terhadap kinerja pegawai dengan kepuasan kerja sebagai intervening pada Dinas Perhubungan Kota Payakumbuh. Jenis penelitian ini adalah explanatory research dengan metode penelitian kuantitatif. Sampel dalam penelitian ini adalah seluruh PNS pada Dinas Perhubungan Kota Payakumbuh. Pengambilan sampel dalam penelitian ini dilakukan dengan teknik sampel jenuh, dimana seluruh populasi dijadikan sampel penelitian. Penelitian ini menggunakan data primer dan data sekunder. Data primer diperoleh melalui kuesioner yang disampaikan secara langsung kepada seluruh PNS pada Dinas Perhubungan Kota Payakumbuh sebanyak 39 kuesioner. Sedangkan data sekunder berasal dari sumber-sumber yang sudah ada. Data diolah dengan menggunakan analisis Structural Equation Modeling (SEM) berbasis varians Partial Least Square (PLS), dengan menggunakan aplikasi SmartPLS4. Hasil penelitian menunjukkan bahwa budaya kerja berpengaruh negatif namun tidak signifikan terhadap kinerja pegawai. Sedangkan motivasi ekstrinsik berpengaruh positif dan signifikan terhadap kinerja pegawai. Selanjutnya budaya kerja berpengaruh positif dan signifikan terhadap kepuasan kerja dan motivasi ekstrinsik berpengaruh positif dan signifikan terhadap kepuasan kerja. Untuk kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja pegawai. Kepuasan kerja tidak memediasi hubungan budaya kerja terhadap kinerja pegawai. Sedangkan Kepuasan kerja memediasi hubungan motivasi ekstrinsik terhadap kinerja pegawai pada Dinas Perhubungan Kota Payakumbuh*

*Kata Kunci: budaya kerja, motivasi ekstrinsik, kepuasan kerja, kinerja*

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Keywords: work culture, extrinsic motivation, job satisfaction, performance

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## **Introduction**

The provision of public services is one part of the role of government, which is inseparable in ensuring the welfare of society. In achieving this goal, the bureaucracy functions as a mechanism or tool for the government in realizing efficient, effective, fair, transparent and accountable services to the community. This illustrates that if the government is to perform its duties well, then bureaucratic organizations must adhere to high standards of professionalism. The government must be able to respond quickly, precisely to the needs of the people it serves and also be able to accommodate the aspirations that develop in the community.

The Payakumbuh City Transportation Office is part of the regional government system, which in the Payakumbuh City Regional Regulation Number 17 of 2016 concerning the Formation and Composition of Regional Apparatus, as well as the Decree of the Mayor of Payakumbuh Number 98 of 2016 concerning Main Duties, Functions and Job Descriptions, the Payakumbuh City Transportation Office has its own duties and functions. The Payakumbuh City Transportation Office is responsible for regulating and managing various aspects related to transportation in the Payakumbuh City area. So that the Payakumbuh City Transportation Office has the main task of assisting the mayor in organizing government affairs in the field of transportation.

To carry out these main tasks, the Payakumbuh City Transportation Office carries out its functions, namely: 1) Formulation of technical policies on government affairs in the field of transportation, 2) Technical guidance on the implementation of government affairs in the field of transportation, 3) Monitoring, evaluating and reporting on the implementation of government activity programs in the field of transportation, 4) Implementation of other functions assigned by the mayor related to its duties and functions.

The main tasks and functions of the Payakumbuh City Transportation Agency are guidelines used when carrying out work in supporting decisions and policies made by the regional leadership of Payakumbuh City. Every year all Regional Work Units (SKPD) are obliged to prepare a Government Agency Performance Report (LKjIP). Likewise the Payakumbuh City Transportation Agency. LKjIP is a document prepared by an institution or government agency to measure, document, and report performance results and achievements during a certain period of time. The preparation of this LKjIP aims to provide a comprehensive overview of the implementation of activities and work programs carried out by the Payakumbuh City Transportation Office. In the results of the Achievement of the Main Performance Indicators (IKU) of the Payakumbuh City Transportation Office for 2022-2023, it can be seen that the Main Performance Indicator for the Percentage of Reduction in Traffic Accidents during 2022 to 2023 has not yet reached the target set. Where for 2022 the realization was 78.46% of the target of 80.21% and in 2023 the realization was 80.29% of the target of 82%.

This suboptimal performance achievement is thought to be due to problems in employee performance at the Payakumbuh City Transportation Office. Performance is defined by Wibowo *et al* (2020) which leads to the ability to meet job requirements, including the ability to complete work targets on time, in the sense that it does not exceed the predetermined time limit, but still pays attention to the morals and ethics of the agency, so that it is hoped that employee performance can make a valuable contribution to the agency.

From the results of initial interviews, several problems were found, namely, 1) There are still employees who like to delay work and buy time so that sometimes there are delays in data collection . 2) There is still a lack of employee initiative in completing their work and obligations, even often these employees leave their work to others. 3) There is still a habit of employees who take important things related to their duties and functions lightly . 4) There is still a bad habit of rarely taking morning roll call, even though attendance is not late. 5) There are still many employees who are often late and it seems that employees who are late are the same employees every day. 6) There are still employees who are indifferent to their responsibilities / individual work done by others . 7) TP for civil servants is still small compared to other districts/cities, making it less motivating to work. 8) Office facilities to support work are still inadequate. 9) There are employees who are not satisfied with the TP PNS they get because they think it does not match their workload. 10) There is still a feeling within employees that the agency has not provided equal opportunities for promotion.

Based on the results of the initial interview answers, the low employee performance at the Payakumbuh City Transportation Office is caused by the low employee work culture, extrinsic motivation and job satisfaction. Work culture affects employee performance. This is in accordance with the results of research conducted by Lambey *et al*, () that work culture has a significant influence on performance. Mangkunegara in Widodo *et al* (2021) stated that work culture is a system consisting of values, norms and beliefs that guide members in facing challenges from the external environment and also maintain internal integrity within the organization. The low work culture at the Payakumbuh City Transportation Office, one of which can be seen from the habit of employees who are not present on time.

A positive and strong work culture will be able to increase the commitment of the bureaucracy in providing good public services. A work culture that refers to the rules of BerAKHLAK is very necessary, because it is expected to be able to create a good work environment, adaptive to change, collaborative in carrying out tasks, harmonious relationships among employees, loyal to the organization, based on religious values, able to communicate well. Thus, with the application of a culture of work that has good behavior, civil servants are expected to be able to provide quality services, maintain public trust and achieve the development goals of the Republic of Indonesia.

In addition to work culture, another thing that also affects employee performance is motivation. Work motivation is the power that encourages a person to do his job optimally, besides that it is also a determining factor for success or failure in many ways and can be the key to strength when facing a

job. (Sutrisno et al., 2022). The existence of a relationship related to work motivation to employee performance, this can be seen from research conducted by Putri and Astuti (2022) Where the results of his research work motivation has an impact on improving employee performance.

One of the extrinsic motivations is allowances. Where employees of the Payakumbuh City Transportation Agency get Additional Civil Servant Income (TP PNS) whose value is higher than several Regional Work Units (SKPD) in Payakumbuh City. This is stated in Payakumbuh Mayor Regulation Number 17 of 2022 concerning Amendments to Payakumbuh Mayor Regulation Number 1 of 2022 concerning Additional Income for State Civil Apparatus Employees within the Payakumbuh City Government. From the table above, it can be seen that the amount of Additional Civil Servant Income (TP PNS) of the Payakumbuh City Transportation Agency is greater than several SKPDs in the Payakumbuh City Government. However, this has not been able to increase the motivation for employees to be present on time and be in the conditions that should be.

Another factor that affects employee performance is job satisfaction. Nurali (2017) explains that job satisfaction is a person's emotional response related to their work situation and conditions. This occurs when the individual compares his expectations with what he actually gets from the work he has done. And from the results of the research conducted, it was found that job satisfaction has a significant effect on performance, where these results indicate that good performance must be based on good job satisfaction as well.

Job satisfaction is able to mediate between work culture and employee performance, and is able to mediate between extrinsic motivation and employee performance. This is evidenced by the results of research conducted by Nora et al (2022) where job satisfaction is able to act as an intervening variable or job satisfaction mediates the effect of work culture on performance.

The relationship that occurs between work culture and employee performance can be mediated by job satisfaction, this explains that a good work culture can affect the level of employee job satisfaction. With high job satisfaction, it can affect employee performance well. So that job satisfaction has an intermediary role in connecting a good work culture with good employee performance as well. However, this result is inversely proportional to the results of research from Lambey et al (2020), where indirectly work culture through job satisfaction does not have a significant effect on employee performance.

The results of research conducted by Efendi et al (2022) Where extrinsic motivation is proven to have a significant positive effect on employee performance through job satisfaction. The relationship between extrinsic motivation and employee performance can be mediated by job satisfaction. Where extrinsic motivation, such as financial rewards or recognition given, can affect a person's performance. When a person or individual is satisfied with the results of his work, then job satisfaction becomes an intermediary that can connect extrinsic motivation with improved performance. But not in line with

research conducted by Dharmayati (2015) where job satisfaction is unable to mediate the effect of extrinsic motivation on performance.

Based on the above phenomenon, the purpose of this study is to test and analyze the effect of work culture, extrinsic motivation on employee performance with job satisfaction as intervening at the Payakumbuh City Transportation Office.

## **Literature Review and Hypothesis Development**

### **Self Determination Theory**

The theory used in this study is *Self Determination Theory* (SDT) or self-determination theory. *Self Determination Theory* (SDT) was developed by Richard Ryan and Edward Deci in 1985. Where *Self Determination Theory* (SDT) focuses on motivation and personality, it also recognizes that humans have the freedom to determine the important things in their lives. In this theory, motivation is categorized into two types, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation arises from within the individual, while extrinsic motivation is influenced by external and environmental factors.

Deci & Ryan in Kurniasih *et al* (2023) revealed that from *Self Determination Theory* (SDT) there are three basic needs, namely *autonomy*, *competence*, and *Relatedness*.

### **Employee Performance**

Performance is the result of work that a person achieves when carrying out the tasks assigned to him, according to his skills, experience, seriousness and time (Chester I. Barnard in Respati *et al*, 2023). Performance is also defined by Wibowo *et al* (2020) leads to the ability to meet job requirements, including the ability to complete work targets on time, in the sense that it does not exceed the set deadline, but still pays attention to the morals and ethics of the agency, so that it is expected that employee performance can make a valuable contribution to the agency. So that employee performance is the result of a process that employees go through in carrying out their obligations in accordance with what is determined and expected by the organization.

Mangkunegara (2009) Formulating factors that affect the achievement of employee performance are the ability factor (*Ability*) and motivational factors (*motivation*). According to Pradhan and Jena in Hidayat & Lukito (2020) There are three dimensions of employee performance, namely *Task Performance*, *Contextual Performance* and *adaptive performance*. Employee performance indicators according to Chester I. Barnard in Respati *et al* (2023), is 1) Effective and Efficient. 2) Authority and Responsibility. 3) Discipline. 4) Initiative.

## **Work Culture**

Work culture is a basic assumption pattern that is formed and developed within a group because they learn and overcome the challenges of external adaptation and internal integration. This pattern has proven to be successful in achieving certain goals so that it is considered worthy, and is taught to new members as a way that is considered correct in understanding, thinking, and responding to problems that arise Nora *et al* (2022). Meanwhile, according to (Ndraha, 2003), work culture is the attitude and behavior of individuals/groups, based on values that are believed to be true and become habits in carrying out daily tasks and work.

From the explanation of the experts above, it can be concluded that work culture is a value or habit that is carried out repeatedly by employees. It includes unwritten rules, norms, as well as values that influence how people interact and work together in a work environment.

According to Ndraha (2003), work culture consists of 2 (two) elements, namely: attitude towards work and behavior at work. Work culture indicators according to Ndraha (2003), namely: 1) Habits. 2) Regulations. 3) Values.

## **Extrinsic Motivation**

Extrinsic motivation is an impulse that arises from the rewards and rewards that a person receives as a result of his or her work. This form of reward includes promotions, social interaction, financial compensation, and other additional benefits. Thus, extrinsic motivation comes from factors outside of a person's personal characteristics (Hartono *et al*, 2022).

According to Herzberg in Dharmayati (2015) Extrinsic motivation is an impulse that originates from outside the individual, especially from the work environment or organization where the individual works. With effective extrinsic motivation, employees will be motivated to give their best while carrying out their duties. From various explanations, it can be concluded that extrinsic motivation is a person's motive or encouragement in carrying out his duties and work that comes from outside him.

Indicators of extrinsic motivation according to Herzbeg in Dharmayati (2015) namely: 1) Policy and administration. 2) Supervision. 3) Interpersonal relationships. 4) Working conditions. 5) Salary/other compensation.

## **Job Satisfaction**

Job satisfaction can be interpreted as a pleasant emotional feeling towards a person's job while job dissatisfaction can be interpreted as an unpleasant emotional feeling towards the job, which may hinder or hinder the achievement of the individual's work value (Armanda *et al*, 2023). Job satisfaction is an emotional attitude that gives a sense of pleasure and love for work (Robbins & Judge in Respati *et al*, 2023). Ordinary satisfaction is defined as positive feelings that then encourage a person's positive

behavior. Job satisfaction describes a person's subjective evaluation of their work, which is reflected in their positive attitude towards tasks and the work environment (Syafuruddin *et al*, 2023).

According to Gilmer in Respati *et al* (2023) mentioned that the factors that affect job satisfaction are: opportunities for advancement, job security, salary, organization and management, intrinsic factors of employment, working conditions, social aspects in the work environment, communication and facilities.

Job satisfaction indicators according to Robbins & Judge in Respati *et al* (2023): 1) Satisfaction with work. 2) Satisfaction with rewards. 3) Satisfaction with supervision/superiors/leaders. 4) Satisfaction with colleagues. 5) Promotion opportunities.

### **The Relationship Between Variables and Hypotheses**

#### **1. The Influence of Work Culture on Employee Performance**

From the results of research conducted by Widodo *et al* (2021) found that work culture has a positive and significant effect on employee performance. Likewise with the results of research by Nora *et al* (2022), where there is a positive and significant influence of work culture on performance at West Pasaman Hospital. Based on the results of the above research, a hypothesis is taken:

H1: Work culture has a positive and significant effect on employee performance at the Payakumbuh City Transportation Office.

#### **2. The Effect of Extrinsic Motivation on Employee Performance**

Efendi *et al* (2022) found that extrinsic motivation has a positive and significant effect on employee performance. Likewise with the results of research from Maesofhani *et al* (2019) With the results of extrinsic motivation having a positive influence on employee performance. This shows that the higher the extrinsic motivation received by an employee, the higher the achievement of the employee's performance level will increase. Based on the results of the above research, a hypothesis is taken:

H2: Extrinsic motivation has a positive and significant effect on employee performance at the Payakumbuh City Transportation Office.

#### **3. The Influence of Work Culture on Job Satisfaction**

In a study conducted by Nora *et al* (2022), found that there was a positive and significant influence of work culture on job satisfaction at West Pasaman Hospital. This was also obtained by research conducted by Widodo *et al* (2021) which states that work culture has a positive and significant effect on job satisfaction. Based on the results of the above research, a hypothesis is taken:

H3: Work culture has a positive and significant effect on job satisfaction at the Payakumbuh City Transportation Office.

#### 4. The Effect of Extrinsic Motivation on Job Satisfaction

Research conducted by Show off *et al* (2023) It was found that extrinsic motivation had a significant effect on job satisfaction. Likewise with the results found by Maesofhani *et al* (2019) shows that extrinsic motivation has a positive and significant influence on job satisfaction. This illustrates that the higher the extrinsic motivation received by an employee, the more satisfaction at work increases. Based on the results of the above research, a hypothesis is taken:

H4: Extrinsic motivation has a positive and significant effect on job satisfaction at the Payakumbuh City Transportation Office.

#### 5. The Effect of Job Satisfaction on Employee Performance

The results of the analysis of the research conducted by Yerita *et al* (2022) where job satisfaction has a positive and significant effect on performance. In line with these results Adhan *et al* (2020) It was found that the job satisfaction variable had a positive and significant effect on lecturer performance. Based on the results of the above research, a hypothesis is taken:

H5: Job satisfaction has a positive and significant effect on employee performance at the Payakumbuh City Transportation Office

#### 6. The Influence of Work Culture on Employee Performance through Job Satisfaction

According to research conducted by Nora *et al* (2022), obtained the result that job satisfaction mediates the influence of work culture on performance, as evidenced by the value of direct influence is smaller than the value of indirect influence.

In line with that, work culture affects performance through employee job satisfaction is a finding from the results of research conducted by Rizqina *et al* (2017) . Based on the results of the above research, a hypothesis is taken:

H6: Job satisfaction mediates the relationship between work culture and employee performance at the Payakumbuh City Transportation Office.

#### 7. The Effect of Extrinsic Motivation on Employee Performance Through Job Satisfaction

Extrinsic motivation indirectly has a positive and significant effect on employee performance mediated by job satisfaction, this is stated in the results of the study Efendi *et al* (2022). Similar results were also found Show off *et al* (2023) With the results that extrinsic motivation has a significant effect on performance through job satisfaction as an intervening variable.

H7: Job satisfaction mediates the relationship between extrinsic motivation and employee performance at the Payakumbuh City Transportation Office.



## Research Methods

This type of research is *explanatory research* with quantitative research methods. This study uses primary data and secondary data. Primary data was obtained through a questionnaire submitted directly to all civil servants at the Payakumbuh City Transportation Office. Meanwhile, secondary data comes from literature research, journals, textbooks, the internet, and other relevant sources. The population in this study is all Civil Servants (PNS) in the Payakumbuh City Transportation Office, which is 39 employees. Sampling in this study was carried out using a saturated sample technique, where the entire population was used as a research sample. The sample in this study is all civil servants at the Payakumbuh City Transportation Office as many as 39 employees. In this study, there are 3 variables, namely independent *variables*, intervening variables and dependent *variables*. There are 2 (two) independent variables in this study, namely work culture and extrinsic motivation. The intervening variable is job satisfaction, while the bound variable is employee performance.

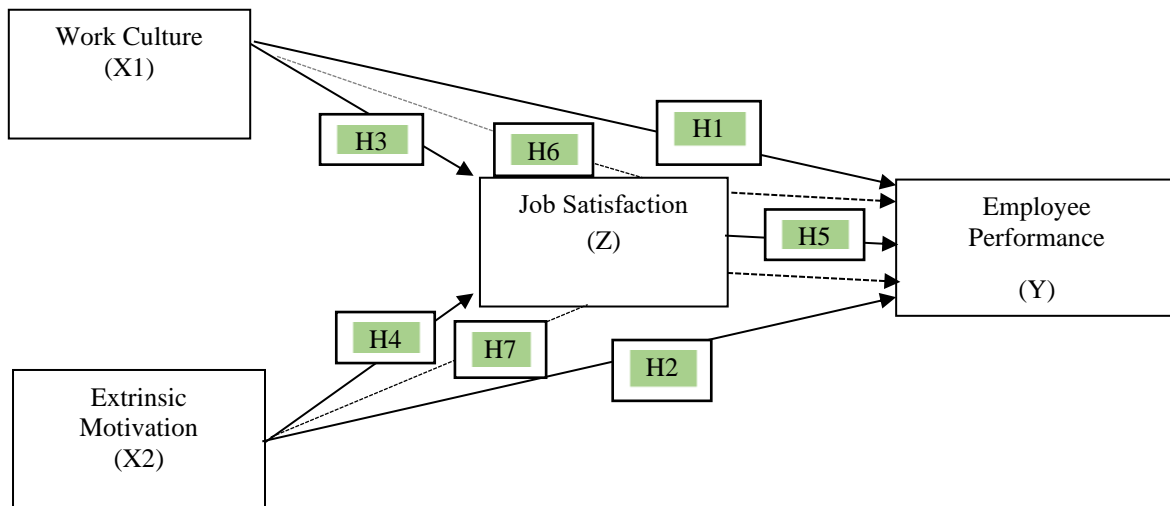


Figure 1  
Conceptual Framework

## Results and Analysis

The data was processed using Structural Equation Modeling (SEM) analysis based on Partial Least Square (PLS) variance, using the SmartPLS4 application.

### 1. Measurement Model Evaluation (*Outer Model*)

Testing the outer model is carried out to assess the validity and reliability of the model used. Validity indicates how well the indicators in the model measure latent variables. Meanwhile, reliability measures the consistency of the indicators used in the model. The results of validity and reliability tests can be explained as follows:

a) *Convergent Validity*

Table 1

*Convergent Validity and Internal Consistency Reliability*

Variable	Items	Outer Loading	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Work Culture	BK1	0,818	0,875	0,910	0,904	0,611
	BK2	0,860				
	BK3	0,724				
	BK4	0,766				
	BK5	0,739				
	BK6	0,773				
Performance	KJ10	0,783	0,907	0,920	0,924	0,577
	KJ11	0,849				
	KJ12	0,804				
	KJ13	0,826				
	KJ14	0,737				
	KJ15	0,770				
	KJ16	0,673				
	KJ6	0,744				
Job Satisfaction	KJ8	0,622	0,927	0,939	0,937	0,557
	KK1	0,702				
	KK10	0,789				
	KK11	0,667				
	KK12	0,818				
	KK13	0,715				
	KK15	0,767				
	KK16	0,726				
	KK17	0,852				
	KK18	0,666				
	KK2	0,718				
	KK4	0,688				
Extrinsic Motivation	KK9	0,817	0,901	0,903	0,923	0,633
	ME10	0,773				
	ME3	0,732				
	ME5	0,635				
	ME6	0,879				
	ME7	0,885				
	ME8	0,872				
ME9	0,763					

Source: 2024 data processing results

Based on table 1, it can be seen that each indicator has an *outer loading* of more than 0.4 and each variable has an AVE value above 0.5. This shows that all indicators have good convergent validity. Therefore, these indicators are valid in measuring each variable.

b) *Discriminant Validity*

Discriminant validity *testing* is carried out to see how much difference there is between variables. This test can be viewed using the *Heterotrait Monotrait Ratio (HTMT)*, *Fornell & Larcker* and *cross loading test outputs*.

Table 2  
*Discriminant Validity: Heterotrait-Monotrait Ratio Statistics (HTMT)*

	BK	KJ	KK	ME
BK				
KJ	0,509			
KK	0,612	0,766		
ME	0,750	0,727	0,701	

*Source: 2024 data processing results*

From the table, it can be seen that the variables Work Culture (BK), Performance (KJ), Job Satisfaction (KK) and Extrinsic Motivation (ME) obtained values below 0.90. This shows that all latent variables in this study have good discriminatory validity.

Table 3  
*Discriminant Validity: Fornell & Larcker Criterion*

	BK	KJ	KK	ME
BK	<b>0,781</b>			
KJ	0,487	<b>0,759</b>		
KK	0,617	0,730	<b>0,746</b>	
ME	0,671	0,680	0,665	<b>0,796</b>

*Source: 2024 data processing results*

In Table 3, the diagonal value (bolded) is the square root of the AVE, while the value outside the diagonal is the correlation coefficient. The diagonal value on each variable will be higher compared to the value on the left and below it. The square root value of AVE in the Work Culture (BK) variable is 0.781, greater than the correlation value between Performance (KJ), Job Satisfaction (KK) and Extrinsic Motivation (ME). The square root value of AVE for the Performance variable (KJ) is 0.759, which is also greater than the correlation with other latent variables. Likewise, the square root value of AVE for the variables Job Satisfaction (KK) and Extrinsic Motivation (ME).

Table 4  
*Cross Loading*

	BK	KJ	KK	ME
BK1	0,818	0,434	0,569	0,513
BK2	0,860	0,487	0,665	0,631
BK3	0,724	0,132	0,323	0,418
BK4	0,766	0,246	0,421	0,301
BK5	0,739	0,334	0,280	0,588
BK6	0,773	0,474	0,456	0,620
KJ10	0,320	0,783	0,494	0,538
KJ11	0,506	0,849	0,691	0,706
KJ12	0,428	0,804	0,680	0,611
KJ13	0,408	0,826	0,591	0,466

	BK	KJ	KK	ME
KJ14	0,334	0,737	0,517	0,396
KJ15	0,379	0,770	0,575	0,459
KJ16	0,326	0,673	0,522	0,427
KJ6	0,422	0,744	0,496	0,569
KJ8	0,073	0,622	0,312	0,364
KK1	0,170	0,507	0,702	0,270
KK10	0,619	0,700	0,789	0,565
KK11	0,459	0,507	0,667	0,478
KK12	0,382	0,638	0,818	0,489
KK13	0,419	0,444	0,715	0,427
KK15	0,425	0,487	0,767	0,368
KK16	0,345	0,477	0,726	0,375
KK17	0,713	0,632	0,852	0,697
KK18	0,385	0,384	0,666	0,559
KK2	0,333	0,497	0,718	0,374
KK4	0,367	0,461	0,688	0,474
KK9	0,638	0,668	0,817	0,670
ME10	0,705	0,466	0,534	0,773
ME3	0,489	0,525	0,448	0,732
ME5	0,335	0,618	0,523	0,635
ME6	0,430	0,642	0,541	0,879
ME7	0,646	0,433	0,534	0,885
ME8	0,520	0,601	0,544	0,872
ME9	0,644	0,437	0,552	0,763

Source: 2024 data processing results

Each indicator should show a higher load on the latent variable it is measuring compared to the load on other latent variables. It can be seen from the output results presented in Table 4 above. The correlation of each indicator with its latent variable is greater than its correlation with other latent variables. Therefore, it can be concluded that the indicators in each variable have a good level of discrimination validity.

c) *Composite Reliability*

Table 5  
*Construct Reliability and Validity*

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
BK	0,875	0,910	0,904	0,611
KJ	0,907	0,920	0,924	0,577
KK	0,927	0,939	0,937	0,557
ME	0,901	0,903	0,923	0,633

Source: 2024 data processing results

Based on table 5 above, it can be seen that all variables have a *Cronbach's alpha* value of more than 0.7, and a *composite reliability* value (rho\_a and rho\_c) is also more than 0.7. This suggests that the latent variables in this model have sufficient consistency.

2. Inner Model Test (*Structural Model* )

a) R-square Testing

The value of the R-square shows how large the percentage of independent variables is in representing the dependent variables. The R-square values are shown in the table below.

Table 6  
R-square value

	R-square	R-square adjusted
KJ	0,607	0,573
KK	0,495	0,467

Source: 2024 data processing results

From the R-square (R<sup>2</sup>) value listed in Table 6 above, it can be explained that the Performance variable (KJ) is explained by the variables of work culture, extrinsic motivation and job satisfaction of 0.607 or 60.7%. Meanwhile, the remaining 39.3% is explained by other variables that are not included in this model.

The Job Satisfaction (KK) variable is explained by the extrinsic motivation work culture variable of 0.495 or 49.5%. The remaining 48.5% is explained by other variables outside the model.

b) Q-square Testing

To test the Inner Model, we can use the Q<sup>2</sup> (*predictive relevance*) value. Q<sup>2</sup> measures how well the model is able to predict the value of an observation. The calculation of Q<sup>2</sup> can be done with the following formula:

$$Q^2 = 1 - ((1 - R^2_1) (1 - R^2_2)) \dots \dots \dots (1)$$

$$Q^2 = 1 - ((1 - 0,607^2) \times (1 - 0,495^2))$$

$$Q^2 = 1 - ((1 - 0,368) \times (1 - 0,245))$$

$$Q^2 = 1 - ((0,632) \times (0,755))$$

$$Q^2 = 1 - 0,477$$

$$Q^2 = 0,523$$

The result of the Q-square calculation is 0.523 or 52.3%. So it can be concluded that the model in this study has a relevant predictive value.

### 3. Hypothesis Test

Table 7  
Results of Direct Hypothesis Testing

Hypotheses	Path	Std. Beta	Std. Error	Standard deviation (STDEV)	t-value	p-value	Decision
H1	BK -> KJ	-0,110	-0,112	0,170	0,651	0.258	Not Supported
H2	ME -> KJ	0,399	0,404	0,176	2,274	0.012	Supported
H3	BK -> KK	0,312	0,333	0,186	1,674	0.047	Supported
H4	ME -> KK	0,455	0,462	0,175	2,600	0.005	Supported
H5	KK -> KJ	0,533	0,548	0,160	3,336	0.000	Supported

Source: 2024 data processing results

Table 8  
Results of Indirect Hypothesis Testing

Hypotheses	Specific	Std. Beta	Std. Error	Standard deviation (STDEV)	t-value	p-value	Decision
H6	BK -> KK -> KJ	0,166	0,188	0,124	1,338	0.090	Not Supported
H7	ME -> KK -> KJ	0,243	0,245	0,108	2,250	0.012	Supported

Source: 2024 data processing results

Hypothesis 1 (H1) has a Beta std of -0.110, meaning that Work Culture (BK) has a negative effect on Performance (KJ). Every increase in one unit of work culture will reduce the performance level by 0.110 units. The better the work culture, the lower the performance level. It can be seen that the t-value of 0.651 is smaller than the *critical* t-values (1.645) and the p-value is 0.258, where the p-value is greater than the significance limit of 0.05. Thus, it can be concluded that the Work Culture (BK) variable does not have a significant influence on Performance (KJ). Then Hypothesis 1 is not supported.

Hypothesis 2 (H2) has a Beta std of 0.399, meaning that Extrinsic Motivation (ME) has a positive effect on Performance (KJ). Every increase in one extrinsic motivation unit will increase the performance level by 0.399 units. It can be seen that the t-value is 2.274 greater than the *critical* t-values (1.645) and the p-value is 0.012, which shows a significant influence because the p-value is less than the alpha 0.05. Then Hypothesis 2 is supported.

Hypothesis 3 (H3) has a Beta std of 0.312, meaning that Work Culture (BK) has a positive effect on Job Satisfaction (KK). Every increase in one unit of work culture will increase the level of job satisfaction by 0.312 units. The t-value of 1.674 is greater than the *critical* t-values (1.645). In addition, the p-value is 0.047, where this p-value is smaller than alpha 0.05, so that the Work Culture (BK) variable has a significant effect on Job Satisfaction (KK). Then Hypothesis 3 is supported.

Hypothesis 4 (H4) has a Beta std of 0.455, meaning that Extrinsic Motivation (ME) has a positive effect on Job Satisfaction (KK). Each increase in extrinsic motivation units will increase the level of job satisfaction by 0.455 units. Where the t-value of 2.600 is greater than *the critical* t-values (1.645) and the p-value is 0.005, this is smaller than the alpha of 0.05 indicating that Extrinsic Motivation (ME) has a significant effect on Job Satisfaction (KK). Then Hypothesis 4 is supported.

Hypothesis 5 (H5) has a Beta std of 0.533, meaning that Job Satisfaction (KK) has a positive effect on Performance (KJ). Each increase in job satisfaction units will increase the performance level by 0.533 units. Where it can be seen that the t-value of 3.336 is greater than *the critical* t-values (1.645) and the p-value of 0.000, which is below the alpha threshold of 0.05, indicates that Job Satisfaction (KK) has a significant effect on Performance (KJ). Then Hypothesis 5 is supported.

Hypothesis 6 (H6) has a std Beta of 0.166, meaning that Work Culture (BK) to Performance (KJ) through Job Satisfaction (KK) has a positive influence. With the t-value for this relationship being 1.338 smaller than *the critical* t-values (1.645), the p-value for this relationship is 0.090, which means that this relationship is not statistically significant because the p-value is greater than alpha 0.05. Thus, we can conclude that the relationship between Work Culture (BK) to Performance (KJ) through Job Satisfaction (KK) is not significant in the tested model. This means that job satisfaction does not mediate the relationship between work culture and performance. Then Hypothesis 6 is not supported.

Hypothesis 7 (H7) has a Beta std of 0.243, meaning that Extrinsic Motivation (ME) to Performance (KJ) through Job Satisfaction (KK) has a positive influence. The t-value obtained for this relationship is 2.250 greater than *the critical* t-value (1.645). In addition, the p-value for this relationship is 0.012, which means that this relationship is statistically significant because the p-value is smaller than alpha 0.05. Thus, we can conclude that the relationship between Extrinsic Motivation (ME) to Performance (KJ) through Job Satisfaction (KK) is significant. This means that job satisfaction mediates the relationship between extrinsic motivation and performance. Then Hypothesis 7 is supported.

## **Conclusion**

Based on the results of the tests that have been carried out, work culture does not have a significant effect on employee performance, while extrinsic motivation has a positive and significant effect on employee performance at the Payakumbuh City Transportation Office. In addition, work culture also has a positive and significant effect on job satisfaction, as well as extrinsic motivation. Job satisfaction has a positive and significant effect on employee performance. However, job satisfaction does not mediate the relationship between work culture and employee performance, but mediates the relationship between extrinsic motivation and employee performance.

The results of the study at the Payakumbuh City Transportation Office show complex dynamics between work culture, extrinsic motivation, job satisfaction, and employee performance. Work culture has a negative but not significant effect on performance, but positive on job satisfaction. This shows the need to focus on the work process and the effective implementation of the culture. Extrinsic motivation has a positive and significant influence on performance and job satisfaction, emphasizing the importance of incentives and a conducive work environment. Job satisfaction has a strong effect on performance, showing the importance of efforts to improve employee welfare. Interestingly, job satisfaction is able to mediate the relationship between extrinsic motivation and performance, but does not mediate the influence of work culture on performance. These results highlight the importance of extrinsic motivation and job satisfaction in improving employee performance, and indicate the need for a balanced approach between developing work culture and providing extrinsic motivation to achieve optimal employee performance.

This study has several limitations, namely, first, the quantitative research method with questionnaires has weaknesses, such as the potential for inaccuracy of answers, the risk of respondents not considering answers carefully, and subjectivity influenced by personal perceptions. The questionnaire may not be able to fully capture the complexity of the respondent's experience and views. Second, this study has not included other variables that may have a significant effect on employee performance, such as work environment conditions, organizational culture, stress management, organizational climate, work engagement, and other external influences, so the results have not provided a comprehensive picture of the factors that affect employee performance.

Based on the results of the study, some suggestions for the Payakumbuh City Transportation Office in an effort to improve employee performance are as follows: first, even though work culture does not have a significant effect on performance, it is important to continue to evaluate and improve in order to create a healthy work environment. Leaders must ensure the values and behaviors that are expected to be applied by all employees. Second, there is a significant influence of extrinsic motivation on performance and job satisfaction, the Payakumbuh City Transportation Office needs to improve factors such as awards, recognition, supportive working conditions, as well as training and development programs. Finally, focus on improving job satisfaction through the provision of adequate work facilities, policies that support employee welfare, mental health support, and a safe work environment. The implementation of these suggestions is expected to create a better work culture, increase employee motivation and job satisfaction, which will ultimately have a positive impact on the performance of the Payakumbuh City Transportation Office and improve the quality of public services.



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