

## **The Effect of Organizational Culture and Work Flexibility on Employee Performance Mediated by Work Motivation at PT XYZ**

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### **Abstract**

*This study aims to analyze the effect of organizational culture and work flexibility on employee performance, with work motivation as a mediating variable. This research uses a quantitative approach with a causal associative design. The sample consisted of 171 respondents determined using the Slovin formula with a probability sampling technique. Data were collected through a 1–5 Likert scale questionnaire distributed electronically, and analyzed using Partial Least Square (PLS), including measurement model testing and structural model testing, as well as direct and indirect effect analysis. The results show that organizational culture has a positive and significant effect on employee performance, while work flexibility does not have a significant effect on employee performance. Organizational culture and work flexibility have a positive and significant effect on work motivation, and work motivation has a positive and significant effect on employee performance. In addition, work motivation is proven to mediate the effect of organizational culture and work flexibility on employee performance. In conclusion, improving employee performance is more effectively achieved through strengthening organizational culture and work motivation, while work flexibility contributes indirectly through work motivation.*

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## **1. INTRODUCTION**

In the era of globalization and digitalization, companies are required to adapt quickly to market changes that bring intense competition. Company growth highly depends on the quality of human resources (Ardiansyah, 2025). HR is the main factor in achieving company goals effectively and efficiently. Companies expect employees to perform well because this can improve company performance (Armansyah, 2021). The measure of organizational progress lies in HR performance, and the organization will survive if it is able to manage HR well amidst competition that demands internal adjustment.

Employee performance is one of the factors determining company success. Hasibuan in Basyid et al. (2024) defines performance as work output (both quality and quantity) per unit of time in accordance with responsibilities and work standards. Mangkunegara in Khoirunnisa (2023) states that performance is the quality and quantity of work achieved by an employee in carrying out their duties according to their responsibilities. Employee performance is the individual work result within an organization.

A good organizational culture aligns with the company's vision and mission, and encourages responsibility, integrity, and loyalty (Mewahaini & Sidharta, 2022). Robbins in

Ningtyas Febriyanti et al. (2023) argues that organizational culture is a system of shared meanings that distinguishes one organization from another. A positive culture encourages enthusiasm and responsibility. Research shows that workplace flexibility is an essential need (Sakitri, 2021). Management needs to pay attention to the relationship between organizational culture and flexibility.

Flexibility is defined as a policy that provides freedom in work arrangements, but its effect is not optimal without a clear system and rules (Sidauruk & Anindita, 2022). Work flexibility can improve employee performance because employees are able to adapt, complete work, as well as manage and take responsibility for their work (Ardiansyah, 2020). Work flexibility also increases work motivation because it provides freedom and comfort, so employees are more motivated to achieve targets and contribute to performance improvement.

Work motivation is a factor that affects employee performance. Leaders need to build motivation by appreciating work, building trust openly and honestly, and providing opportunities to lead. Work is productive if employees are satisfied with their responsibilities. Endang (2022) states that every employee needs work motivation; without motivation, employees lack enthusiasm and may fail. Motivation in general becomes a need that drives behavior towards certain goals.

The field phenomenon is reinforced by a research gap. Khoirunnisa (2023) found a significant effect of organizational culture on performance through work motivation, and Benyamin Bissilisin et al. (2023) found a significant effect of flexibility on performance. However, Putra et al. (2022) stated that organizational culture has no significant effect on performance, while Alim & Prabowo (2023) found that flexibility has no significant effect on employee performance through work motivation. Therefore, the title "The Effect of Organizational Culture and Work Flexibility on Employee Performance Mediated by Work Motivation" was chosen to understand the factors driving performance amidst changing work patterns. Organizational culture and flexibility are believed to improve performance, but their effectiveness is influenced by motivation. This research is important to determine the relationships between these variables and provide input for organizations in creating a productive work environment.

## **2. METHOD**

This study employs a quantitative approach with an associative causality method to test hypotheses analyzing the effect of organizational culture and work flexibility on employee performance mediated by work motivation (Sugiyono, 2023). The associative method aims to determine the relationship between two or more variables and provide a tentative answer to problems of inter-variable relationships (Sugiyono, 2023). This research is designed to collect data through interviews, surveys, and questionnaires as the main instruments given to respondents, namely employees of PT. XYZ.

The research was conducted at PT. XYZ. The research time was carried out in January 2026, covering the stages of preparation, questionnaire distribution, data collection, and result analysis. Data were collected through a survey method using a questionnaire instrument distributed online via Google Form, supported by interviews and documentation studies (Sugiyono, 2023). Data sources consist of primary data (questionnaire responses from employees) and secondary data (company documents, literature, journals, and books related to organizational culture, work flexibility, work motivation, and employee performance). A 1–5 Likert scale was used to measure each statement, ranging from "strongly disagree" to "strongly agree" (Sugiyono, 2023).

The population of this study was all employees of PT. XYZ, totaling 300 people. Using the Slovin formula with a 5% error rate, a sample of 171 respondents was obtained. The sampling technique was probability sampling with a simple random sampling method through a lottery procedure, so that every employee had an equal chance of being selected (Sugiyono, 2023). The variables in the study include: organizational culture (X1) with indicators of integrity, consistency, professionalism, responsibility, and communication (Muhdar in Wati & Dewi, 2025); work flexibility (X2) with indicators of time flexibility, timing flexibility, and place flexibility (Possenried & Plantega in Sayoga, 2025); work motivation (Z) as a mediating variable with indicators of work achievement, opportunities for advancement, recognition, and challenging work (Mangkunegara in Tyas et al., 2025); and employee performance (Y) as a dependent variable with indicators of work quality, work quantity, timeliness, effectiveness, and independence (Robbins in Kurniahadi et al., 2023).

### 3. RESULTS AND DISCUSSION

#### 3.1 RESULTS

##### Outer Model

Table 1. Convergent Validity Test Results (Loading Factor)

| Variabel                    | Indicator | Loading Factor | Description |
|-----------------------------|-----------|----------------|-------------|
| Organizational culture (X1) | X1.1      | 0.666          | Valid       |
|                             | X1.2      | 0.695          | Valid       |
|                             | X1.3      | 0.701          | Valid       |
|                             | X1.4      | 0.710          | Valid       |
|                             | X1.5      | 0.753          | Valid       |
|                             | X1.6      | 0.773          | Valid       |
|                             | X1.7      | 0.719          | Valid       |
|                             | X1.8      | 0.705          | Valid       |
|                             | X1.9      | 0.711          | Valid       |
|                             | X1.10     | 0.797          | Valid       |
| Work flexibility (X2)       | X2.1      | 0.762          | Valid       |
|                             | X2.2      | 0.812          | Valid       |
|                             | X2.3      | 0.830          | Valid       |
|                             | X2.4      | 0.833          | Valid       |
|                             | X2.5      | 0.805          | Valid       |
|                             | X2.6      | 0.854          | Valid       |
| Employee performance (Y)    | Y.1       | 0.725          | Valid       |
|                             | Y.2       | 0.717          | Valid       |
|                             | Y.3       | 0.715          | Valid       |
|                             | Y.4       | 0.669          | Valid       |
|                             | Y.5       | 0.723          | Valid       |
|                             | Y.6       | 0.700          | Valid       |
|                             | Y.7       | 0.722          | Valid       |
|                             | Y.8       | 0.691          | Valid       |
|                             | Y.9       | 0.738          | Valid       |
|                             | Y.10      | 0.674          | Valid       |
| Work motivation (Z)         | Z.1       | 0.756          | Valid       |
|                             | Z.2       | 0.743          | Valid       |
|                             | Z.3       | 0.708          | Valid       |
|                             | Z.4       | 0.730          | Valid       |

| Variabel | Indicator | Loading Factor | Description |
|----------|-----------|----------------|-------------|
|          | Z.5       | 0.733          | Valid       |
|          | Z.6       | 0.712          | Valid       |
|          | Z.7       | 0.771          | Valid       |
|          | Z.8       | 0.688          | Valid       |

Convergent validity is assessed based on the outer loading value of each indicator with a minimum threshold of 0.50. The results of PLS bootstrapping analysis show that all indicators have values above 0.50, thus meeting the convergent validity criteria.

Table 2. Discriminant Validity Test Results

| Variable                    | Organizational culture (X1) | Work flexibility (X2) | Employee performance (Y) | Work motivation (Z) |
|-----------------------------|-----------------------------|-----------------------|--------------------------|---------------------|
| Organizational culture (X1) | 0.724                       |                       |                          |                     |
| Work flexibility (X2)       | 0.861                       | 0.817                 |                          |                     |
| Employee performance (Y)    | 0.869                       | 0.826                 | 0.708                    |                     |
| Work motivation (Z)         | 0.87                        | 0.865                 | 0.869                    | 0.731               |

An indicator is said to have discriminant validity if the cross-loading value for the construct it measures is greater than the cross-loading value for other constructs. Furthermore, construct validity can be assessed using the Average Variance Extracted (AVE).

Table 3. Composite Reliability and Cronbach's Alpha Values

| Variable                    | Composite Reliability | Cronbach's Alpha | Average variance extracted (AVE) |
|-----------------------------|-----------------------|------------------|----------------------------------|
| Organizational culture (X1) | 0.899                 | 0.917            | 0.524                            |
| Work flexibility (X2)       | 0.9                   | 0.923            | 0.667                            |
| Employee performance (Y)    | 0.889                 | 0.909            | 0.501                            |
| Work motivation (Z)         | 0.875                 | 0.901            | 0.534                            |

Construct reliability is tested using Composite Reliability and Cronbach's Alpha with a minimum value of 0.70. The data processing results show that all variables have values above 0.70, so they are declared reliable.

### Inner Model

Evaluation of the inner model is carried out by looking at the R-Square value to determine the ability of independent variables to explain the dependent variable. In addition, the f-Square ( $f^2$ ) value is used to measure the magnitude of the effect of each exogenous variable on the endogenous variable in the structural model. Hypothesis testing is carried out through t-tests and significance levels on path coefficients to determine whether relationships between variables are statistically significant.

Table 4. R-Square Values

| Variable                 | R-square | R-square adjusted |
|--------------------------|----------|-------------------|
| Employee performance (Y) | 0.81     | 0.807             |
| Work motivation (Z)      | 0.809    | 0.807             |

Table 4 shows the R-Square test results as follows: the Employee Performance variable is 0.810. This indicates that 81% of the Employee Performance variable is influenced by Organizational Culture, Flexibility, and Work Motivation. Meanwhile, the R-Square value for the Work Motivation variable is 0.809, indicating that 80.9% of the

variation in the Work Motivation variable is influenced by Organizational Culture and Flexibility.

Table 5. F-Square Values

| Variabel                                      | F-square |
|---|----------|
| Organizational culture → Employee performance | 0.178    |
| Work flexibility → Employee performance       | 0.015    |

Table 5 shows the F-Square test results as follows: The effect of Organizational Culture on Employee Performance has an F-Square value of 0.178. This value indicates that Organizational Culture has a moderate effect on Employee Performance. The effect of Work Flexibility on Employee Performance has an F-Square value of 0.015. This value indicates a small/weak effect on Employee Performance.

Table 6. Hypothesis Test Results

| Variable   | Path Coefficient | T statistics | P-values |
|--|------------------|--------------|----------|
| Organizational culture (X1) → employee performance (Y) | 0.414            | 5.145        | 0.000    |
| Work flexibility (X2) → employee performance (Y)       | 0.117            | 1.388        | 0.165    |
| Organizational culture (X1) → work motivation (Z)      | 0.482            | 7.865        | 0.000    |
| Work flexibility (X2) → work motivation (Z)            | 0.45             | 7.066        | 0.000    |
| Work motivation (Z) → employee performance (Y)         | 0.408            | 4.796        | 0.000    |

1. The test result for the parameter coefficient between organizational culture (X1) and employee performance (Y) shows a positive and significant relationship with a path coefficient of 0.414, a T-statistic of 5.145 (greater than the t-table value of 1.96), and a P-Value of 0.000 ( $< 0.05$ ). Thus, the researcher states that Organizational Culture has a positive and significant effect on Employee Performance, meaning that the better the implementation of organizational culture in the company environment, the higher the level of employee performance produced.
2. The test result for the parameter coefficient between work flexibility (X2) and employee performance (Y) shows a positive but not significant relationship with a path coefficient of 0.117, a T-statistic of 1.388 (less than the t-table value of 1.96), and a P-Value of 0.165 ( $> 0.05$ ). Thus, the researcher states that Work Flexibility does not have a significant effect on Employee Performance. This means that providing work flexibility does not automatically guarantee an increase in employee performance; therefore Hypothesis 2 (H2) is rejected.
3. The test result for the parameter coefficient between organizational culture (X1) and work motivation (Z) shows a positive and significant relationship with a path coefficient of 0.482, a T-statistic of 7.865 (greater than 1.96), and a P-Value of 0.000 ( $< 0.05$ ). Thus, the researcher states that Organizational Culture has a positive and significant effect on Work Motivation, meaning that the better and stronger the organizational culture implemented in the company, the higher the level of employee work motivation.
4. The test result for the parameter coefficient between work flexibility (X2) and work motivation (Z) shows a positive and significant relationship with a path coefficient of 0.450, a T-statistic of 7.066 (greater than 1.96), and a P-Value of 0.000 ( $< 0.05$ ). Thus, the researcher states that Work Flexibility has a positive and significant effect on Work Motivation, meaning that providing flexibility in task execution and work

- time arrangements can increase employee self-confidence and autonomy, which ultimately strengthens the internal drive to work optimally.
- The test result for the parameter coefficient between work motivation (Z) and employee performance (Y) shows a positive and significant relationship with a path coefficient of 0.408, a T-statistic of 4.796 (greater than 1.96), and a P-Value of 0.000 (< 0.05). Thus, the researcher states that Work Motivation has a positive and significant effect on Employee Performance, meaning that the higher the level of work motivation employees have, the better the performance produced.

Table 7. Direct Effect Test Results (Mediation)

| Variable   | Path Coefficient | T-statistics | P-values |
|--|------------------|--------------|----------|
| Organizational culture (X1) → work motivation (Z) → employee performance (Y) | 0.197            | 4.132        | 0.000    |
| Work flexibility → work motivation (Z) → employee performance (Y)            | 0.184            | 3.819        | 0.000    |

- The test of the indirect effect between organizational culture (X1) and employee performance (Y) through work motivation (Z) as a mediating variable shows a mediation coefficient of 0.197 with a T-Statistic of 4.132 (> 1.96) and a P-Value of 0.000 (< 0.05). Thus, Work Motivation is proven to be able to mediate the relationship between organizational culture and employee performance.
- The test of the indirect effect between work flexibility (X2) and employee performance (Y) through work motivation (Z) as a mediating variable shows a mediation coefficient of 0.184 with a T-Statistic of 3.819 (> 1.96) and a P-Value of 0.000 (< 0.05). Thus, it can be interpreted that the higher the level of flexibility provided by the company, the higher the employee's work motivation, which ultimately has an impact on improving employee performance.

### 3.2 DISCUSSION

#### 1. The effect of organizational culture on employee performance

The hypothesis test result shows that organizational culture has a positive and significant effect on employee performance (coefficient 0.414;  $t=5.145 > 1.96$ ;  $p=0.000 < 0.05$ ), so the hypothesis is accepted. The average score of organizational culture is 3.63 (good category), reflected in the high assessment of respondents on the values of integrity, consistency, professionalism, responsibility, and open communication that create a conducive work environment and support productivity. Theoretically, this finding is in line with Goal Setting Theory (Locke & Latham) that commitment to goals and responsibilities encourages better performance. This result is supported by Ishaq Suriyadin et al. (2025) who state that a strong and constructive organizational culture can drive optimal employee performance.

#### 2. The effect of work flexibility on employee performance

The hypothesis test result shows that work flexibility does not have a significant effect on employee performance (coefficient 0.117;  $t=1.388 < 1.96$ ;  $p=0.165 > 0.05$ ), so the hypothesis is rejected. The average score of work flexibility is 3.42 (high category), but it does not directly improve performance because target achievement is more influenced by job demands and responsibilities, as well as team coordination which is still not optimal. Theoretically, Goal Setting Theory emphasizes that high performance requires clarity of goals and directed feedback; without that, flexibility is less effective. This finding is in line with Shalahuddin & Ikhrum (2024) that flexibility does not have a significant effect on employee performance.

### **3. The effect of organizational culture on work motivation**

The hypothesis test result shows that organizational culture has a positive and significant effect on work motivation (coefficient 0.482;  $t=7.865 > 1.96$ ;  $p=0.000 < 0.05$ ), so the hypothesis is accepted. The average score of organizational culture is 3.63 (good), with values of integrity, consistency, professionalism, responsibility, and open communication creating a positive environment that makes employees feel valued, have a sense of belonging, and increase morale. Theoretically, Goal Setting Theory explains that individuals are more motivated when they have a clear commitment to organizational values and goals. This result is supported by Sholekhati & Irmawati (2023) and Mu'jizat (2021) that organizational culture has a positive and significant effect on work motivation.

### **4. The effect of work flexibility on work motivation**

The hypothesis test result shows that work flexibility has a positive and significant effect on work motivation (coefficient 0.450;  $t=7.066 > 1.96$ ;  $p=0.000 < 0.05$ ), so the hypothesis is accepted. The average score of work flexibility is 3.42 (high), where flexibility in managing time and work location provides self-confidence, comfort, and work-life balance that increases employees' intrinsic motivation. Theoretically, Goal Setting Theory states that freedom and commitment to work goals increase motivation. This finding is in line with Hafni et al. (2023), Setiawan et al. (2025), and Arifin et al. (2023) that work flexibility has a positive and significant effect on work motivation.

### **5. The effect of work motivation on employee performance**

The hypothesis test result shows that work motivation has a positive and significant effect on employee performance (coefficient 0.408;  $t=4.796 > 1.96$ ;  $p=0.000 < 0.05$ ), so the hypothesis is accepted. The average score of work motivation is 3.80 (high), reflected in employees' desire to achieve optimal results, improve work quality, as well as the availability of career development opportunities, supervisor appreciation, and challenging tasks that encourage work spirit. Theoretically, Goal Setting Theory explains that individuals with motivation and commitment to goals will work harder and produce better performance. This result is supported by Ningsih et al. (2022), Agung et al. (2022), and Basyid et al. (2024) that work motivation has a positive and significant effect on employee performance.

### **6. The role of work motivation in mediating organizational culture on employee performance**

The mediation test result shows that work motivation is able to significantly mediate the effect of organizational culture on employee performance (mediation coefficient 0.197;  $t=4.132 > 1.96$ ;  $p=0.000 < 0.05$ ), with a partial mediation category because the direct effect is also significant, so the hypothesis is accepted. A positive organizational culture (integrity, consistency, professionalism, responsibility, communication) creates a supportive work environment, increases work motivation, which ultimately encourages employees to work more optimally and perform highly. Theoretically, Goal Setting Theory confirms that commitment and motivation towards goals direct greater effort. This finding is in line with Marsela (2024), Kenedi et al. (2022), and Putra & Surya (2023) that work motivation mediates the effect of organizational culture on employee performance.

### **7. The role of work motivation in mediating work flexibility on employee performance**

The mediation test result shows that work motivation is able to significantly mediate the effect of work flexibility on employee performance (mediation coefficient 0.184;  $t=3.819 > 1.96$ ;  $p=0.000 < 0.05$ ), with a full mediation category

because the direct effect is not significant, so the hypothesis is accepted. Work flexibility provides flexibility in managing time, duration, and work location, increases comfort and work-life balance, which fosters work motivation; high motivation then encourages employees to be more enthusiastic, achieve targets, and improve work quality. Theoretically, Goal Setting Theory explains that motivation and commitment to goals drive greater effort. This result is supported by Rudianto et al. (2023) and Pamungkas et al. (2022) that work motivation mediates the effect of work flexibility on employee performance.

#### 4. CONCLUSION

Based on the research results, discussion, and analysis conducted, it can be concluded that each variable studied has diverse relationships and effects. In general, factors such as organizational culture, work flexibility, and work motivation play important roles in determining employee performance. The findings indicate that not all variables have a direct effect on performance; however, their effectiveness can be enhanced through the mediating role of work motivation. Therefore, organizations need to pay simultaneous attention to these three factors in order to create a productive work environment that supports the achievement of company goals. This research is expected to provide both theoretical and practical contributions to the development of human resources in various contexts.

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