

The Influence of Organizational Culture and Human Resource Quality on Employee Performance with Work Motivation as a Mediating Variable

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Abstract. *This research aims to examine how the organizational culture and quality of human resources impact on the employee performance and the connection between work motivation and the work performance. The study was carried out at the Office of the Airport Authority Region V Makassar using quantitative research design. The sampling method was the Slovin formula that resulted in a sample of 116 State Civil Apparatus employees. The methods used included the collection of data through distributed questionnaires and the analysis of the data with the help of the Partial Least Squares (PLS) model which was conducted with the help of SmartPLS 3.0 software. The empirical findings suggest that organizational culture directly and statistically significantly influences the performance of employees. Likewise, quality of the human resource has a direct effect of high influence on employee performance. Moreover, organizational culture and the quality of human resource were identified to have a strong impact on work motivation of employees. Nevertheless, work motivation did not have a statistically significant impact on employee performance implying that it was not effective as a mediating construct. That is, work motivation is influenced by organizational culture and the quality of human resource, but this does not mediate the impact of these antecedents on employee performance. This result suggests that performance enhancement is more mightily defined by the inner organizational quality and competence of the employees than it is by motivation.*

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INTRODUCTION

Human resources (HR) are widely recognized as the most critical assets in public organizations because they determine the effectiveness, efficiency, and sustainability of institutional operations (El-Ghalayini, 2017; Natsir et al., 2024; Carmeli & Schaubroeck, 2005). In sectors such as civil aviation where public safety, regulatory compliance, and operational precision are essential employee performance becomes a central determinant of organizational success. Prior scholarship demonstrates that performance is shaped not only by individual competence but also by the underlying organizational environment that regulates behavior, supports professional development, and fosters alignment with institutional goals (Widianti, 2022; Alagaraja & Shuck, 2015; Pereyra-Rojas et al., 2017; Nilsson, 2015; Hochberg & Desimone, 2010).

As such, organizational culture and human resource quality are consistently positioned as key predictors of employee performance. Yet despite this recognition, empirical findings remain

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inconsistent, suggesting the need for more nuanced investigation, particularly within high-stakes public institutions. Organizational culture is conceptualized as a system of shared meanings, values, norms, and behavioral expectations that guide how employees think and act within an institution. A strong organizational culture can cultivate cohesion, align employee behavior with organizational priorities, and create a supportive psychological environment that promotes individual and collective excellence (Paredes-Saavedra et al., 2024; Boikanyo, 2024).

Numerous studies confirm that organizational culture has a direct and positive effect on performance by strengthening communication, trust, commitment, and shared identity (Rivalita & Ferdian, 2020). However, contradictory evidence also exists. Some studies indicate that culture does not significantly influence performance, especially in bureaucratic organizations where formal rules and structural arrangements often overpower cultural norms (Yusman et al., 2024). These mixed findings imply that cultural influence may be context-dependent, varying across organizational structures, sectoral characteristics, and employee demographics.

Likewise, human resource quality reflected in competence, knowledge, skills, professionalism, and adaptability has been linked to performance improvements within various public organizations. Grounded in Human Capital Theory Khemraj, (2023); Elayan et al. (2023); Berber & Lekovic, (2018), high-quality HR increases productivity, accelerates problem-solving, and supports organizational innovation. Empirical research supports this theoretical expectation; for instance, Hasanah et al. (2025) show that HR quality positively predicts performance across different public service contexts.

However, other studies show that HR quality alone cannot guarantee optimal performance when organizational systems, leadership, workload, or policy environments are not conducive (Trisninawati et al., 2025; Nahampun et al., 2025; Halik et al., 2025). These inconsistencies suggest that the effect of HR quality may be mediated or moderated by psychological or structural variables, implying that performance is influenced by a more complex set of factors.

Work motivation is one such variable that has long been theorized as an essential mechanism linking organizational conditions to employee performance (Bashir et al., 2020; Lee & Raschke, 2016; Nkrumah et al., 2021). In Herzberg's Two-Factor Theory, motivation is driven by intrinsic elements such as achievement, recognition, and autonomy, whereas Vroom's Expectancy Theory posits that motivation depends on employees' belief that effort leads to performance and performance leads to valued rewards. Empirical studies reveal that organizational culture and HR quality can significantly shape motivation through improved working conditions, enhanced competence, and a sense of belonging (Yulia et al., 2025; Akob, 2018).

Yet the role of motivation as a mediator is far from conclusive. Some studies confirm its strong mediating effect, while others demonstrate that motivation fails to translate into performance when structural or systemic barriers exist (Firdaus, 2023). These contradictions indicate a conceptual gap in understanding when and how motivation contributes to performance outcomes. The context of Indonesia's aviation regulatory system provides a compelling setting to explore these relationships further. The Makassar Region V Airport Authority (Otban V) is responsible for supervising aviation operations across several airports in South Sulawesi, making it a vital institution in ensuring safety, regulatory compliance, and operational reliability.

While Otban V has made administrative advancements such as digitizing airport pass services internal challenges persist. These include inconsistent internalization of cultural values, mismatches between employee competencies and job assignments, uneven participation in training programs, and varying levels of work motivation. Such issues reflect deeper systemic patterns frequently observed in public sector institutions, where rigid bureaucratic structures, limited rewards, and hierarchical decision-making can hinder performance optimization.

Despite the importance of these issues, the empirical literature addressing the interplay between organizational culture, human resource quality, work motivation, and performance within aviation governance institutions remains limited. Most existing studies are conducted in health services, banking, education, and manufacturing sectors, with little attention given to government regulatory bodies responsible for aviation oversight. Thus, the applicability of previous findings to Otban V remains uncertain. Moreover, theoretical debates surrounding the direct and indirect pathways through which culture and HR quality influence performance have not yet been reconciled, leaving a conceptual ambiguity that this study aims to address.

Based on these gaps, this research seeks to examine (1) the direct influence of organizational culture and human resource quality on employee performance, (2) the effect of these factors on work motivation, and (3) the mediating role of work motivation in the relationship between organizational culture, HR quality, and performance within Otban V Makassar. This study contributes not only to theoretical refinement within HRM and organizational behavior literature but also provides practical insights for enhancing public service quality in a critical aviation regulatory environment.

METHODS

This research was done to test the mentioned hypothesis using a research design that is specific to the variables that we are being tested concerning in order to obtain accurate results. The method used was empirical which was the quantitative descriptive. Sugiyono notes that the quantitative descriptive research builds on the positivist philosophy and is applied to analyze a population or a sample. Data was collected using structured tools and later analyzed quantitatively and statistically with the main aim being to test the hypothesis that was developed. This research was mainly to identify and demonstrate how the organizational culture and the quality of human resources affect employee's performance through motivation at the Makassar Region V Airport Authority Office. The research methodology was systematic data collection and quantitative analysis with questionnaires supplemented by the application of path analysis to test the hypothesis.

Location and Time

This research was conducted at the Makassar Region V Airport Authority office, Jl. No. 5, Baji Mangngai, Kec. Mandai, Maros Regency, South Sulawesi 90552. This research will be conducted from June to July 2025.

Population and Sampling Technique

In this study, the population consists of all Civil Servant (PNS) employees working at the Makassar Region V Airport Authority Office, totaling 164 people. To determine the sample size, the Slovin formula was used with a margin of error of 5% (0.05). The sampling technique used in this study was random sampling, a method in which every member of the population has an equal chance of being selected. By using this technique, the study is expected to avoid bias in respondent selection and produce data that is representative of the population.

Data Types and Sources

Qualitative data are the descriptive data that cannot be measured in numbers. Such information typifies the quality, properties, or natural characteristics of an object or a phenomenon. It is normally gathered through interviews, observations or documentary research. Good examples of qualitative data include opinions of respondents, transcripts of interviews, and descriptions of social behavior. Qualitative data analysis is carried out through narrative or thematic approaches. In quantitative research Likert scale is often used to measure the attitude, perception or opinion of the respondents; it was invented by Rensis Likert. The scale is used to measure the level to which an individual concurs or views in disagreement with a statement given. Primary data were collected directly by the respondents by the use of questionnaires distributed to the civil servants of Makassar Region V Airport Authority Office. This data was

collected to determine the perception of the respondents on variables of interest in the research such as leadership, workload, work environment, and performance. Relevant documents and archival records, including personnel reports, organizational charts, and other administrative documents were used as a source of secondary data as they supported the research.

Data Collection Techniques

The questionnaire was the main tool of primary data collection; this questionnaire was designed in a Likert scale and was given to a pre-identified group of respondents namely the civil servants who formed the research population. The secondary data was obtained by systematic review of the official documents of the relevant agencies, which included such metrics as the number of employees, structure, and other supplementary data. The method used is Analytic, which is the Partial Least Squares (PLS) estimation using Smarts 3.0, which provides an alternative to covariance-based Structural Equation Modeling (SEM), as it allows the investigation of multifaceted variables relationships in situations with small samples; PLS is a variance based, component-based SEM model and a transition to traditional covariance-based models (Yanni et al., 2025; Henseler, 2017; De et al., 2012). To provide a summary of the information gathered as a result of the study, descriptive statistics methods are resorted to. The statistics present the values like the mean, standard deviation, variance, maximum and minimum values, total sum, range, kurtosis, and skew of the distribution (Mishra et al., 2019).

The main aim of this analysis process is to outline the basic properties of the respondents before engaging into further complex analyses. The respondent data is characterized in this study, which includes gender distribution. Gender information was analyzed to measure the ratio of male and female respondents. The results have been provided as frequencies and percentages of each category that will enable evaluation of gender prevalence or balance in the sample. The educational attainment variable indicates the highest degree of formal education pursued by the respondents, which may include; high- school equivalent, high-school diploma, bachelor, and master degree among others. The descriptive statistics indicate the number of and the percentage of the number of respondents in each level of education, thus exposing the most common level of education that the cohort represented. The tenure variable shows the number of years that the respondents have been in employment in the particular institution or firm. Mean, standard deviation, maximum and minimum values are calculated as the descriptive statistics to demonstrate how the work experience is distributed among the participants. This information is key to the determination of maturity and experience of the study group.

Measurement Model Testing or Outer Model

The construct validity and reliability of the instrument is determined by the use of the measurement model. Validity testing is conducted to measure the ability of an instrument to measure what it intends to as proposed by Cooper and Schindler. Construct validity of a partial least squares (PLS) analysis is analyzed using Convergent and Discriminant as well as Average Variance Extracted (AVE) scores. On the other hand, reliability testing measures the reproducibility of the measuring instrument, either in the measurement of a concept, or in the reproducibility of the respondents over time. The instrument will become reliable when respondents will give the same response on different occasions of administration. In the PLS, reliability may be measured through Composite Reliability and Cronbachs Alpha When a reflective indicator paradigm is applied to measurement model, the model is evaluated based on the relationship between the score of the items (or components) and the construct scores produced by the SmartPLS software. An indicator is taken to be robust when its loading is greater than 0.70, but in the preliminary scale development research, the loading of 0.50 to 0.60 is generally acceptable.

Reflective indicator measurement models are assessed by cross-loading patterns and analyses of discriminant validity. Highest correlation between an item and its own construct is a case whereby we can affirm that the item has a discriminant validity with all other constructs.

Furthermore, discriminant validity is supported by the correlation of the square root of the AVE with inter-construct correlations, a square root AVE greater than inter-construct correlations shows good discriminant validity. The recommended value is high AVE, i.e. value above 0.50 which denotes that the latent variable explains over half of the variance in the indicators. Construct's reliability can be evaluated based on two major indices; Composite Reliability and Cronbach's Alpha. Composite Reliability gives a better estimate of the internal consistency of a construct, but Cronbach's Alpha gives a lower bound estimate. Constructs that have a Composite Reliability value that is greater than 0.70 and a Cronbach's Alpha that is greater than 0.60 are generally considered to be highly relied upon.

Structural Model or Inner Model Test

Once the construct/variable measurement model has been appraised, the structural model or inner model is the next model to be appraised. The initial process is to test structural model by looking at the meaning of the relationships among constructs/variables. This is observable through the path coefficient, which is used to explain the strength of relationship between constructs. The direction or the sign of the path coefficient has to comply with the formulated theory. It is important with respect to t-test or the CR (critical ratio) obtained after the bootstrapping process or resampling method. We can start with the assessment of a model by PLS by looking at the R-Square of each dependent latent variable. The interpretation is identical to the one in regression. The change in the R-SQ value may be utilized in determining the impact of a specific independent latent variable on the dependent latent variable as well as the determination of whether it is substantive or not. The values of R-Sq 0.75, 0.50, 0.25 can be determined as the model is strong, moderate and weak, the results of the PLS R-Sq display the number of variants of the model explained.

RESULTS AND DISCUSSION

Inner Model or Structural Model Test Results

Testing of the inner model or structural model was conducted to examine the relationship between constructs, the significance value, and the R-Square of the research model. The structural model was evaluated using R-Square for the dependent construct, t-test, and the significance of the structural path parameter coefficients.

R-Square Results

Assessing a model with PLS is started by analyzing the R-Square of each dependent latent variable. R-Square (R²) and Adjusted R-Square are the measures of how much the independent variables can account the dependent variable in a research model. R-Square (R²) gives the percentage of variation of the dependent variable that can be accounted by the independent variables. The greater the value of R², the more the model explains variation in the data. But R² is more likely to increase as the number of independent variables increases, although these independent variables do not necessarily make a significant contribution. So, Adjusted R-Squared is applied, which is an adjusted version of R². This value considers the number of independent variables included in the model, and therefore, it does not have the problem of bias because of including statistically insignificant variables. Adjusted R-Squared is therefore a more accurate measure of how much a research model is able to explain the dependent variable, particularly when using a large number of independent factors.

Table 1. R-Square Results

	R-Square	R Square Adjusted
Motivasi Kerja (Z)	0,194	0,180
Kinerja Pegawai (Y)	0,384	0,367

According to Table 1, the R-SQ (R²) of the Work Motivation (Z) variable equals 0.194 and its Adjusted R Square equals 0.180. It implies that a combination of the Organizational Culture

and Human Resource Quality (HR) variables can explain 19.4% of the variation that takes place in the work motivation variable. The rest of the 80.6 percent is attributed to other factors that lie beyond this research model. The weak category includes having R² value of 0.194 which still signifies a significant effect. Regarding the Employee Performance (Y) variable, its R-Sq value of 0.384 and Adjusted R-Sq value of 0.367 means that the Organizational Culture, HR Quality, and Work Motivation variables together can simultaneously account to 38.4 percent of the fluctuation in employee performance. The other 61.6% is affected by other variables that are not featured in this model. This value falls under the sufficient/moderate category, meaning that this model is highly competent to explain employee performance yet there are other variables outside the model that also affect it. Therefore, it should be supposed that this research model, structurally, can make a rather adequate explanatory input in the field of employee work motivation and performance, and in particular in the Makassar Region V Airport Authority Office setting, yet it can and should be further developed by including other relevant variables in the future.

Hypothesis Test Results

Direct Effect Test Results

The testing of a hypothesis is founded on the Path Coefficient output where the choices are made at the comparison of the t-statistic value with that of the t-table at a level of significance of 0.05. When the t-statistic value exceeds the t-table (1.645 in a one-tailed test or 1.96 in a two-tailed test), the null hypothesis (H₀) is rejected, i.e., there is a significant influence between the constructs being tested. On the other hand, when the t-statistic is lower than the t-table, or equal to the t-table, the null hypothesis is not rejected, which means that the effect is not significant. Moreover, the interpretation is done by examining the 111 path coefficients where positive coefficients are said to be positive relationship and negative coefficients are said to be negative relationship. In the case when the coefficient is not significant, the relationship between the constructs is said to be weak or nonexistent.

Tabel 2. Direct Effect Test Results

Influence	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEVI)	P Values
Organizational Culture → Employee Performance	0.426	0.432	0.091	4.701	0.000
Human Resources Quality → Employee Performance	0.224	0.214	0.102	2.193	0.030
Organizational Culture → Motivation	0.300	0.287	0.095	3.143	0.002
Human Resources Quality → Motivation	0.247	0.257	0.089	2.785	0.006
Motivation → Employee Performance	0.155	0.170	0.100	1.550	0.124

According to the findings of the table, the hypothesis that the variables of organizational culture exert a positive and significant impact of employee performance in the Makassar Region V Airport Authority Office is explained as follows: The test results do indicate that the

organizational culture has a positive and significant influence on employee performance in the Makassar Region V Airport Authority Office. The value of the t-statistic of 4.701, much more than the t-table of 1.645, and the p-value of 0.000, less than 0.05, shows that the more the organizational culture is established, the more the worker performance output. A good organizational culture leads to favorable working environment, reinforcing the organizational values, and motivating employees to be more efficient and accountable in their work. So, the initial hypothesis (H1) is accepted. The human resources (HR) quality in the second route, additionally positively influences employee performance in a significant manner. The t-statistic figure of 2.193 that exceeds the t-table (1.645) and the p-value of 0.030 signify that technical competence, expertise, experience, and interpersonal skills of employees serve a purpose of efficient and productive completion of tasks, hence enhancing overall organizational performance. In this way, the second hypothesis (H2) is accepted.

The outcome of the third path test shows that employee work motivation is positively and significantly affected by organizational culture that the t-statistic value of 3.143 is higher than the t-table (1.645) and has a p-value of 0.002. Such a clear and well-internalized organizational culture has the power to create work motivation by creating a work environment that promotes openness, appreciation, and collaboration, in a way that employees are motivated enough to contribute the greatest efforts possible. In this way, the third hypothesis (H3) is accepted. In the fourth path, the human resources quality is also found to affect the work motivation positively and significantly. The value of the t-statistic of 2.785 and the p-value of 0.006 signify that the better the human resources of the employee is, the more he is motivated to work. When workers feel confident in their skills and capabilities, and their self-development is supported, they are more likely to be motivated to work and get the organizational goals accomplished. In such a way, the fourth hypothesis (H4) is accepted. Work motivation does not play a big role in employee performance as compared to the other pathways. The t-statistic of 1.550, lower than t-table (1.645) and the p-value of 0.124 (> 0.05) imply that there is no direct relationship between work motivation and employee performance in the study. Perhaps the effect of motivation on performance is indirect or affected by other factors like the reward system, leadership style or workload which are not measured in the research model. Therefore the fifth hypothesis (H5) is discarded.

Table 3. Results of Path Coefficients (Specific Indirect Effects)

Influence	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEV)	P Values
Organizational Culture (X1) -> Work Motivation (Z) -> Employee Performance (Y)	0,047	0,047	0,034	1,389	0,168
Human Resources Quality (X2) -> Work Motivation (Z) -> Employee Performance (Y)	0,038	0,044	0,032	1,193	0,235

According to the results of the table, the hypothesis of indirect impact of each of the variables in this study is as follows: The indirect impact of the organizational culture (X1) on the employee performance (Y) with work motivation (Z) as the mediating variable is an original sample value of 0.047, t-statistic value is 1.389 and p-value is 0.168. It has a t-statistic that is less than the t-table of 1.645 and a p-value that is larger than 0.05, thus, the indirect effect is proclaimed to be statistically insignificant. That is, even with the fact that the organizational culture is known to have a strong direct relationship with work motivation and employee

performance, when the mediation route of work motivation is used, the relationship is not high to be deemed as significant. This shows that work motivation fails in mediating the relationship between employee performance and organizational culture to any significant degree. In this way, the null hypothesis stating the indirect effect of organizational culture on the performance of employees via work motivation is proclaimed dismissed. But at the same time; on the indirect influence route of HR quality (X2) on the employee performance (Y) through work motivation (Z), the initial sample value was 0.038, t-statistic was 1.193, and the p-value was 0.235. Just like the above findings, the t-statistic value is less than t-table (1.645) and the p-value is larger than 0.05, and thus the indirect effect of the quality of the HR on the performance of employees through work motivation is not also statistically significant. Even though it is demonstrated that HR quality has a strong direct effect on the motivation of workers and their performance, the indirect effect through the motivation of workers is not significant to determine the relationship. It implies that work motivation is not a good mediator of the relationship between the quality of HR and performance of employees. Thus, the hypothesis concerning the indirect impact of the HR quality on the employee performance via the work motivation is rejected.

The Influence of Organizational Culture on Employee Performance at the Makassar Region V Airport Authority Office

The direct path test produced results with t-statistic of 4.701, which is significantly large compared to the t-table of 1.645 at 5% level of significance (one-tailed test). A p-value of 0.000 is also much lower than the significance of 0.05 level implying that the impact of organizational culture on employee performance is statistically significant. Thus, the initial hypothesis (H1), according to which the employee performance is positively influenced by the organizational culture, is accepted. The results are consistent with the findings of a study conducted by Nikpour (2017); Maamari & Saheb, (2018); Shahzad, (2014), which demonstrates that organizational culture has a direct and significant effect on the performance of employees. A supportive work culture enhancing teamwork, openness, and appreciation can boost the level of productivity of employees. The theory of organizational culture provided by Gregory et al. (2009) suggests that organizational culture is a pattern of basic assumptions used in an organization and is important in influencing the behavior, attitudes, and performance of organizational members. Positive and consistent organizational culture does influence the better performance of employees directly.

In practice, organizational culture is not merely a symbol or slogan, but a system of beliefs, attitudes, and work habits, which are unwritten rules to be followed in everyday work. Employees must be guided in the course of their work when the values like discipline, integrity, teamwork, and adherence to the organizational vision are constantly applied. This motivates them to give their best, maximize productivity and do tasks in a responsible manner. An effective organizational culture also builds a healthy and friendly working environment that enhances job satisfaction, sense of belonging and loyalty. Employees who operate in a harmonious environment and whose values resonate with their personal values are likely to be intrinsically motivated, make higher contributions and enhance individual and collective performance. The organizations should therefore establish and make strong, relevant, and accepted organizational culture as the basis of effective and productive work behavior that meets strategic objectives.

The Influence of Human Resources (HR) Quality on Employee Performance at the Makassar Region V Airport Authority Office

These results are indicated by the third path test of positive and significant impact of human resource quality on the performance of employees with a t-statistic of 2.193 (greater than t-table value of 1.645) and a p-value of 0.030 (less than 0.05). This shows that employee performance is positively affected by the quality of human resource. This observation is consistent with Hasanah et al. (2025) who maintained that the enhancement of employee's competency, skills and knowledge lead to the best performance. In the Human Capital theory, Sumual et al. (2024); Blundell et al. (1999); Ositadimma et al. (2025); Qutni et al. (2021); Sairmaly, (2023), claims that

human resource quality such as education, experience, and training is an investment that enhances productivity and performance of individuals. Companies that have good human resources are more competitive, and deliver better work outcomes. Human resource quality includes technical competency, knowledge, skills, work experience, communication skills and professional cooperation. Employees of high quality are more apt to get the job done, are flexible to change and can offer creative, result-driven solutions. In the perspective of a resource-based view (RBV), the best human resources are a strategic resource that generates competitive advantage because of the enhanced work effectiveness, operational efficiency and stakeholder satisfaction including the users of the public service. Quality human resources also exhibit initiative, responsibility, discipline and great work ethics, thereby creating a professional work culture and quality services. Competent human resources are needed in the context of government agencies in order to deliver services smoothly, operational safety, and to achieve institutional goals. Hence, the second hypothesis (H2) about the positive impact of the quality of human resources on performance of the employees is accepted. Leaders must constantly train, educate, coach and have an objective performance appraisal system to develop employee quality.

The Influence of Organizational Culture on Work Motivation at the Makassar Region V Airport Authority Office

Work motivation is positively and significantly affected by organizational culture with a t-statistical value of 3.143 (more than t-table of 1.645) and p-value of 0.002 (less than 0.05). This is in line with the significant contribution of organizational culture to the promotion of the employee enthusiasm and work drive. This result is in line with Pathan (2023) and Sarpong et al. (2021), who indicated that organizational culture plays a vital role in work motivation and values, norms, and a supportive environment do promote employee commitment. In theory, the Two-Factor Theory by Herzberg held that the job satisfaction and motivation heightened by the work environment factors like culture, values and social relations. Having a healthy and positive organizational culture, such as transparency, fairness, appreciation, teamwork, and open communication, will make employees feel that they are taken care of and noticed, which will lead to intrinsic motivation to give their best without external incentives. Organizational culture also acts as an unofficial social system of control that shapes the behavior of employees without forcing them to act in a certain way because shared values and norms shape personal attitudes. Employees that subscribe to the organizational culture that resonates with their personal values are more loyal and enthusiastic. On the other hand, a negative culture (discriminative, unfair and closed) decreases motivation and performance. Thus, the third hypothesis (H3) that organizational culture positively influences the work motivation is accepted. As a measure to retain and enhance work morale in the long-term, organizations should invest in the reinforcement of positive cultural values.

The Influence of Human Resources (HR) Quality on Work Motivation at the Makassar Region V Airport Authority Office

The quality of human resource has a positive and statistically significant effect on work motivation, with a t -statistic of 2.785, exceeding the critical value of 1.645 on the t -distribution at the 5 per cent level of significance, and a p -value of 0.006, which is less than 0.05. To this end, increased work motivation is linked with increased quality in human resources. The observation is consistent with the findings of Andriani and Mulyana who found that competence and skill development can improve work enthusiasm. High-quality traits result in an increased propensity to self-actualization among people who have the traits, which leads to a higher motivation within the workplace as indicated in the hierarchy of needs developed by Abraham Maslow. This is the quality of Human resource that will therefore be the precondition to these higher psychological needs. It includes technical skill, communication skills, self-control, problem solving skills and flexibility to change. Employees with the high-quality traits gain more confidence to themselves, willingness to approach challenges and show active tendency to give. The Self-Determination Theory also argues that motivation is enhanced when the competence, autonomy, and social

connectedness needs are met. Therefore, training programs and support systems within the organization can be used to develop intrinsic motivation. Employees with high quality are likely to be proactive, willing to learn new things, have self-control, and are flexible to new systems and technologies, and thus work motivation persists even when the conditions are stressful. Consequently, the fourth hypothesis (H4) has been empirically accepted. Competency development strategies and fair performance appraisal are thus important in promoting the employee work motivation in a sustainable way.

The Influence of Work Motivation on Employee Performance at the Makassar Region V Airport Authority Office

There is no direct statistically significant influence of work motivation on the performance of the employees. The t-statistic value of 1.550 is smaller than the critical value of 1.645 and a p-value of 0.124 is greater than the traditional alpha of 0.05 which causes the rejection of the fifth hypothesis (H5). This is consistent with the results of Van & Van (2018) who also found that work motivation does not serve as a meaningful predictor of performance. The two-factor theory further explains that work motivation cannot be effective in the performance unless there are other auxiliary factors, including working conditions, organizational policies, and a cordial relationship with the employees; the hygiene factors are necessary in the conducive working environment. Without these conditions, internal motivation will not be as powerful as it needs to be to translate to high performance. The same machines are used in situations whereby workers are inherently motivated yet their motivation is impaired by a poor work management system that does not allow the transfer of this motivation into optimal performance. The Expectancy Theory by Victor Vroom also supports this point of view since its assumptions suggest that the influence of motivation can only be established when people think that their efforts will be rewarded with outcomes that are valued, and rewards are not worthless. Unclear stated rewards nullify the motivational power hence reducing productivity. To conclude, work motivation is a required practice but it does not independently dictate the performance results especially in the government sector. Increasing the motivation should be thus accompanied with an overall improvement of the system, alignment of incentives, and creation of a favorable working environment to have the greatest influence possible.

The Indirect Influence of Organizational Culture on Employee Performance through Work Motivation at the Makassar Region V Airport Authority Office

The results of the indirect pathway analysis showed that organizational culture does not influence employee performance indirectly with work motivation as an intermediary statistically significantly. The initial sample value of 0.047, a t-statistic of 1.389 (less than the critical value of 1.645) and a p-value of 0.168 (greater than the traditional alpha of 0.05) all show the null hypothesis as non-significant. Therefore, the hypothesis that there should be such an indirect relationship was rejected. This result is also in line with the study of Wahjoedi (2021); Widarko & Anwarodin (2022); Al-Musadieq et al. (2018); Kahfi et al. (2022), who found that the organizational culture and employee performance are not significantly mediated through work motivation. The authors pointed out that work motivation plays an important role but other factors including competence, organizational culture, and work system have a stronger impact on the outcome of performance. These results are supported by Herzberg in the Two-Factor Theory. The theory indicates that internal motivators (e.g. achievement and recognition) can promote job satisfaction but cannot be predicted alone as predictors of performance. The effect of motivation on performance improvement may be reduced by external hygiene factors that include unmet working conditions and organizational policies. Considerably, but significantly, organizational culture proves to have a substantially important direct influence on employee work motivation and performance, however, the indirect route to the end (organizational culture → work motivation → performance) is not statistically strong enough to create any meaningful outcome.

This implies that it is possible that in the organizational context under study, culture performance relationship is not mediated by work motivation. In theory, organizational culture can directly influence the behavior of the employees without the need to mediate it through motivation. Organizational values like discipline, teamwork and dedication to outcomes can directly influence the work patterns especially in those structures where work behavior is regulated by formal rules and procedures. In practice, the work motivation is not the only mediator variable between organizational culture and performance. Other variables, such as leadership, job satisfaction, reward system and work load, also might be more appropriate mediators and they should be investigated further. Thus organizations cannot only trust in culture development with the hope of employee motivation automatically translating into improved performance. Rather, an organized approach is needed to incorporate cultural values in work arrangements, assessment systems, and reward systems. Overall, organizational culture is still a key factor in determining behavior and performance although the indirect route via work motivation did not prove significant. These results highlight the need to discover more and more relevant mediators or increase direct channels by providing stable structural policies and a strong work culture.

The Indirect Effect of Human Resources (HR) Quality on Employee Performance through Work Motivation at the Makassar Region V Airport Authority Office

The results of analysis of indirect effects show that the human resource quality does not have a statistically significant indirect positive effect on the employee performance through mediating variables work motivation. This conclusion is supported by the sample coefficient of 0.038, t-statistic of 1.193 (less than the critical threshold of 1.645), and a p-value of 0.235 (greater than 0.05), which in turn causes rejection of the indirect path hypothesis. This result concurs with the results of Putri and Wibowo, who discovered that work motivation fails to mediate the relationship between the quality of human resources and employee performance significantly. Despite the fact that a higher human resource quality improves the knowledge/skills of employees, it may not always increase their level of work motivation, which directly impacts performance. The Expectancy Theory of motivation holds that motivation can only be effective in a situation whereby the individuals believe that their performance will result in a high performance and that this will be rewarded. The ineffective perception of this relationship makes motivation a poor vehicle of performance enhancement even in cases where the quality of the human resource is high.

These findings suggest that even though, human resource quality has a strong direct impact on both motivation and performance, the mediational role of work motivation cannot be relied upon to create a large impact. Work motivation is therefore not a good mediating factor between the quality of human resource and employee performance. Organizational perspective Individual competencies and attributes have a more direct impact on work results without any mediating processes like motivation. The performance of the employees can thus be expected to be more controlled by the technical competences, procedural knowledge and work efficiency rather than by psychological variables. Furthermore, other unmeasured variables such as organizational support, job satisfaction, work environment and leadership may influence work motivation. In this respect, the hypothesis of indirect contribution of human resource quality to the employee performance through work motivation is rejected because this value is statistically insignificant. What these findings drive home is that human resource development initiated to increase employee performance must focus on direct channels and must be supported by work systems and organizational management to optimize skills and competencies as opposed to looking overly to motivation as a mediator.

CONCLUSION

The culture of an organization has a direct and positive effect on individual employee performance. The high organizational culture improves the employee performance. The human resource also has a positive and direct impact on the performance of the employees. Increased performance is related to increased employee competence and expertise. Employee work motivation is positively and directly influenced by organizational culture. On the same note, the quality of human resources has a positive influence on employee work motivation. The direct influence of work motivation on employee performance is not much. The organizational culture has no indirect influence on the performance through work motivation and the quality of human resources also does not have an indirect influence on the performance through work motivation. Work motivation therefore does not serve as a good mediator in this relationship. It should develop a good organizational culture that focuses on discipline, teamwork, and honesty. It is suggested to improve the quality of human resources with the help of objective training and evaluation. Work motivation has not been empirically proved to mediate this relationship, but the creation of a favorable work environment, through reward systems and employee welfare programs, could be beneficial in maintaining the motivation.

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