

# Job Satisfaction as a Mediator of the Effect of Psychological Empowerment and Organizational Culture on Employee Performance

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## ABSTRACT

**Purpose** – This study aims to analyze the effect of psychological empowerment and organizational culture on employee performance, with job satisfaction as a mediating variable at the Maros Regency Health Office.

**Design/methodology/approach** – This research employed a quantitative correlational design. The population consisted of all employees of the Maros Regency Health Office. Using purposive sampling, 147 respondents were selected. Data were collected through online questionnaires distributed via Google Forms and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS).

**Finding/Results** – Indicate that psychological empowerment has a significant positive effect on job satisfaction and employee performance. Organizational culture has a significant effect on job satisfaction but does not directly influence employee performance. Job satisfaction significantly affects employee performance and serves as a mediating variable in the relationships among psychological empowerment, organizational culture, and performance.

**Originality/Value** – This study provides an empirical contribution regarding the role of job satisfaction as a mediating variable in the relationship between psychological empowerment, organizational culture, and employee performance in the government health sector, particularly in the Maro District Health Office, thus providing a more comprehensive understanding of the factors that influence employee performance.

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## **1. Introduction**

Employee performance is a key factor in determining the effectiveness of public organizations, including local government agencies operating in the health sector (Knies et al. 2024; Saadouli and Al-Khanbashi 2021). As a strategic institution, the Health Office has a significant responsibility in ensuring the provision of quality health services to the public. Employee performance is influenced not only by technical skills but also by psychological factors and organizational culture that underlie daily work behavior (Ibrahim et al., 2017; Kim & Jung, 2022). These factors shape employees' mindsets, attitudes, and responses to job demands, thus impacting the quality of task execution. Therefore, a good understanding of employee internal conditions is crucial for each individual to perform optimally. This phenomenon is increasingly significant in the contemporary bureaucratic era, where public organizations are expected to operate efficiently, transparently, and responsively, despite facing limited human resources and growing operational demands (Suwanda and Sueyana 2021; Widanti 2022).

This research was conducted because the performance of employees at the Maros District Health Office plays a crucial role in supporting the successful implementation of programs and improving the quality of health services to the community. The Maros District Health Office has significant academic value because it demonstrates the real resilience of public health organizations in developing regions that must meet national service targets despite limited resources and the region's geographic complexity. Maros Regency has characteristics of both urban and rural areas, with an unequal distribution of health services, so that employees not only work administratively in the office but are also involved in cross-sector coordination, field monitoring, community services, and the implementation of various priority government health programs. These conditions create high work pressure and demand psychological empowerment, a collaborative work culture, and high job satisfaction so that employees can maintain the quality of public services.

Although health service efforts in Maros Regency, implemented through the Health Office, have been administered, for example, achieving complete basic immunization coverage in UCI villages/sub-districts by 2023 has reached 100%. However, there are still significant problems in public health outcomes, suggesting that high administrative achievements are not fully aligned with actual health outcomes. For example, the prevalence of stunting in toddlers in Maros in 2023 was recorded at 34.7%. Although in 2023–2024 a decrease to 22.4% was reported based on an internal/office survey, this figure remains relatively high compared to national standards and indicates that malnutrition and health development remain major challenges. Furthermore, although the malnutrition management program reported that 100% of identified toddlers received treatment in the 2019–2023 period, and the prevalence of stunting decreased from 10.1% (2022) to 7.8% (2023), this indicates that progress is relatively slow and uneven across sub-districts. This unevenness is due to the fact that performance reports often focus on service indicators and program implementation, while changes in human resource quality, organizational culture, employee empowerment, and employee job satisfaction as internal factors have not been clearly evaluated, even though these factors significantly contribute to service effectiveness and the success of health programs. Thus, although the administration demonstrates a good track record in service coverage, fundamental problems persist in the form of suboptimal public health outcomes, underscoring the need for in-depth studies of internal organizational elements, such as psychological empowerment, organizational culture, and employee job satisfaction.

The selection of the Maros Regency Health Office as the research object was based on two main

considerations. First, the Maros Regency Health Office carries out planning, controlling, and evaluating health programs with a relatively limited number of personnel, yet it still has to handle various national and regional priority programs, including basic health services, stunting prevention, and meeting Minimum Service Standards (SPM). Second, the Maros Regency Health Office is situated in a heterogeneous region, encompassing both urban and rural areas, as well as areas with limited access, thus requiring employees to possess work flexibility, cross-sector coordination skills, and a high level of psychological empowerment. Furthermore, most previous research has focused on the private sector, while studies in the public sector, particularly in local government health agencies, remain limited. This condition highlights the need for further research to expand the academic understanding of psychological empowerment, organizational culture, job satisfaction, and employee performance in the public sector.

The relationships among variables in this study are grounded in organizational behavior and work motivation theories, which suggest that psychological empowerment can enhance job satisfaction and performance by increasing a sense of meaning and control over work (Maan, Mathew). Meanwhile, a conducive organizational culture can foster commitment, innovation, and job satisfaction (Al Habsi & Al Dhuhli, 2023; Shahriari et al., 2023). In this regard, job satisfaction acts as a mediator, strengthening the influence of psychological empowerment and organizational culture on performance (Ayoub et al., 2018). Although various studies have been conducted, a research gap remains regarding the direct and indirect effects of psychological empowerment and organizational culture on performance.

Several previous studies have demonstrated that employees with high levels of psychological empowerment tend to exhibit better motivation, engagement, and performance (Liu & Ren, 2022; Wen et al., 2023). However, research findings on the relationship between psychological empowerment and performance remain inconsistent. Some studies found a positive and significant effect (Iqbal et al., 2020; Llorente-Alonso et al., 2024), while others found a weak or insignificant effect (Kundu et al., 2019; Maciej Serda et al., 2023).

Similarly, organizational culture plays a significant role in shaping employee behavior and performance. A strong and adaptive organizational culture can enhance value alignment and drive employee performance (Kosasi, 2025; Parent & Lovelace, 2018). A culture that emphasizes innovation, collaboration, and results-oriented leadership has been shown to improve individual and organizational performance (Ding & Wu, 2023; Zhang et al., 2023). However, several studies have shown that organizational culture does not always directly influence performance, but rather through its impact on job satisfaction (Fidyah & Setiawati, 2020; Mesfin et al., 2020).

These findings reinforce the importance of linking job satisfaction as a mediating variable in understanding the influence of organizational culture on performance. In this case, job satisfaction serves as a psychological mechanism that explains how psychological empowerment and organizational culture can contribute to improved employee performance. Employees who feel empowered and work in a positive cultural environment tend to have higher levels of job satisfaction (Bharadwaja & Tripathi, 2021; Chang et al., 2025). This satisfaction ultimately increases motivation, enthusiasm, and work productivity (Basalamah & As'ad, 2021; Mardanov, 2021). Therefore, this study addresses the research problem of how psychological empowerment and organizational culture influence employee performance at the Maros Regency Health Office, with job satisfaction as the mediating variable.

This research is based on organizational behavior theory, which holds that employee behavior

is influenced by factors such as motivation, job satisfaction, organizational culture, leadership, communication, and individual psychological states (Robbins & Judge, 2019). In organizations, this theory is used to understand how employees think, interact, make decisions, and work to achieve organizational goals. In this study, organizational behavior theory is used to explain how psychological empowerment, organizational culture, and job satisfaction influence employee performance. Employees who feel they have autonomy in their work, receive organizational support, and work in a conducive environment tend to demonstrate higher motivation, commitment, and work productivity (Ye et al., 2025). In public sector organizations such as the Maros Regency Health Office, employee behavior is influenced not only by the formal bureaucratic system but also by the organization's psychological conditions and social environment. Employees who feel grateful, are involved in decision-making, and have good working relationships with their leaders and colleagues will be more motivated to make optimal contributions to the implementation of public health service programs (Kitsios & Kamariotou, 2021; Kwarteng et al., 2024). Therefore, this theory is relevant for explaining how psychological empowerment and organizational culture can increase job satisfaction, which ultimately affects employee performance in public service organizations.

Based on the differences in research and theoretical frameworks described, the novelty of this study lies in integrating psychological empowerment and organizational culture to explain employee performance through job satisfaction at the Maros District Health Office, using Organizational Behavior Theory. This study expands the theory of the application of organizational behavior in the public sector and provides empirical evidence to the public health administration literature by showing that the success of local government health organizations is not only influenced by administrative achievements, but also by the quality of internal organizational factors and employee psychological conditions regarding the mediating role of job satisfaction in the relationship between psychological empowerment and organizational culture on employee performance. In addition, this study provides practical implications for local governments: strengthening empowerment, organizational culture, and job satisfaction to improve employee performance and support the quality of public services.

## **2. Literature Review & Hypothesis Development**

### **2.1. Theoretical Foundation**

This study uses organizational behavior theory as its primary theoretical foundation to explain the relationships among psychological empowerment, organizational culture, job satisfaction, and employee performance at the Maros Regency Health Office. Organizational behavior theory explains that employee behavior in organizations is influenced by individual psychological factors, the work environment, and the organization's social system. This theory emphasizes that factors such as motivation, job satisfaction, organizational culture, communication, and psychological empowerment play a crucial role in shaping employee attitudes and behaviors at work.

In this study, psychological empowerment is defined as employees' perceptions of competence, autonomy, and influence in their work, thereby increasing motivation and responsibility. Meanwhile, organizational culture explains how values, norms, and work relationship patterns within an organization shape a work environment that supports employee work behavior. Organizational behavior theory also explains that job satisfaction is an employee's psychological response to work conditions, which influences levels of

engagement and performance. Therefore, this theory is used to explain how psychological empowerment and organizational culture can improve employee performance, both directly and indirectly through job satisfaction, in public sector organizations.

## **2.2. Psychological Empowerment and Job Satisfaction**

Psychological empowerment is a psychological state that reflects the extent to which employees perceive meaning in their work, feel competent, have autonomy, and exert influence over work outcomes. When employees strongly experience these four dimensions, they tend to experience higher intrinsic motivation, feel valued, and have a positive perception of their work. Empirical research has demonstrated a significant relationship between psychological empowerment and job satisfaction. A study in the banking sector (Khalil & Yozgat, 2021) found that meaning, competence, self-determination, and impact positively influence job satisfaction. Similar findings were also demonstrated in research (Da Cruz et al., 2022), which confirmed that psychological empowerment increases job satisfaction and service quality, primarily through increased employee autonomy and perceived competence. A meta-analysis conducted (Mathew & Nair, 2022) also confirmed that psychological empowerment has a consistently positive and significant relationship with job satisfaction across various sectors. Similarly, a study (Ding & Wu, 2023) found that psychological empowerment has a positive, significant effect on job satisfaction by increasing feelings of autonomy and self-esteem at work.

**H1:** Psychological empowerment influences job satisfaction

## **2.3. Organizational Culture and Job Satisfaction**

Organizational culture is the values, beliefs, and norms that shape how employees work and interact, making it a crucial factor influencing job satisfaction. A positive culture characterized by management support, open communication, collaboration, and appreciation for employee contributions tends to increase employee well-being, motivation, and job satisfaction. Research (Tulcanaza-Prieto et al., 2021) suggests that a strong organizational culture has a significant impact on job satisfaction. Similar findings were reported (Shahriari et al., 2023), who found that organizational culture directly increases job satisfaction by fostering a harmonious work environment. Furthermore, a study (Ozsoy, 2022) found that an organizational culture oriented toward innovation and social support is associated with higher job satisfaction, whereas a rigid or bureaucratic culture is associated with lower job satisfaction. When organizational values align with employees' personal values, satisfaction with the work environment and interpersonal relationships will emerge (Hasan et al., 2021).

**H2:** Organizational culture influences job satisfaction

## **2.4. Psychological Empowerment and Performance**

Psychological empowerment is an approach that emphasizes increasing employee intrinsic motivation by fulfilling four key dimensions: meaning of work, competence, autonomy, and influence on work outcomes (Spreitzer, 1995). Employees who feel psychologically empowered tend to have higher levels of engagement in their work, a strong sense of responsibility, and the ability to take initiative in completing their tasks (Al Otaibi et al., 2023). In the public sector, psychological empowerment is believed to enhance employee performance because individuals who feel capable and in control of their work tend to demonstrate higher productivity and service quality (Baird et al., 2020). This suggests that interventions emphasizing psychological empowerment can be an effective strategy for improving employee performance, including in local government settings. Similarly, research (Zhang et al., 2023) found that psychological empowerment not only directly impacts performance but

also facilitates innovation and proactive decision-making.

**H3:** Psychological empowerment affects performance

### **2.5. Organizational Culture and Performance**

Organizational culture is a system of shared values, norms, and beliefs that shape the behavior, attitudes, and work methods of organizational members (Strengers et al., 2022). strong, adaptive culture can significantly influence employee motivation, engagement, and commitment, ultimately improving both individual and organizational performance. In the public sector context, an organizational culture that supports collaboration, innovation, and a public service orientation is believed to increase task effectiveness, service quality, and employee productivity (Imran et al., 2022; Taghizadeh et al., 2020). This suggests that strengthening organizational culture can be a crucial strategy for enhancing employee performance in local government. Previous research has shown a positive relationship between organizational culture and employee performance. For example, studies (Akpa et al., 2021) found that an organizational culture that supports participation, open communication, and a shared goal orientation significantly contributes to team and individual performance. Furthermore, research (Zeb et al., 2021) confirms that an adaptive and innovative organizational culture correlates with improved overall organizational.

**H4:** Organizational culture influences performance

### **2.6. Job Satisfaction and Performance**

Job satisfaction is a psychological factor that plays a crucial role in determining employee performance, as it reflects an individual's evaluation of their work conditions, work environment, and rewards. Employees with high levels of satisfaction tend to demonstrate greater motivation, stronger commitment, and consistent involvement in their duties, thereby improving both individual and organizational performance. Research (Kosec et al., 2022) reveals a significant positive correlation between job satisfaction and employee performance, particularly in roles that require intellectual and emotional engagement. (Alkandi et al., 2023) confirms that job satisfaction not only directly influences performance but also through mechanisms that increase employee motivation and loyalty. Research (Katebi et al., 2022) indicates that job satisfaction has a positive and significant impact on employee performance.

**H5:** Job satisfaction influences performance

### **2.7. Psychological Empowerment and Performance through Job Satisfaction**

Psychological empowerment plays a crucial role in enhancing employee performance, particularly when it serves as a mediating factor in improving job satisfaction. When employees feel empowered to influence work outcomes, they tend to be more satisfied and motivated, leading to improved performance. Research (Karimi et al., 2021) shows that psychological empowerment positively influences job satisfaction, which, in turn, enhances performance through improved service quality. Other findings (Rafique et al., 2023) confirm that psychological empowerment significantly contributes to public sector employee performance, and this relationship is strongly mediated by job satisfaction. Furthermore, the study (Yoon & Park, 2023) indicates that psychological empowerment has a significant impact on job satisfaction, which, in turn, affects task performance. Thus, job satisfaction can be an important mechanism bridging the influence of psychological empowerment on employee performance improvement (Orlowska & Laguna, 2023).

**H6:** Psychological empowerment influences performance through job satisfaction

### **2.8. Organizational Culture and Performance through Job Satisfaction**

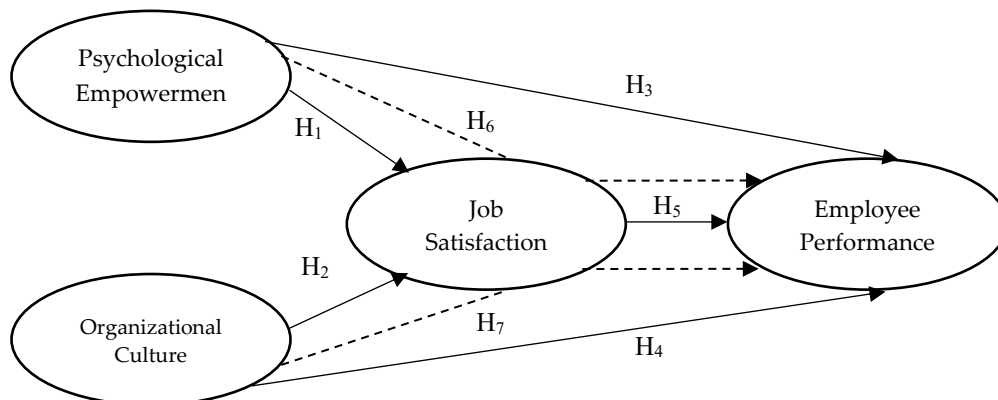
Organizational culture plays a crucial role in shaping employee behavior and influencing

organizational performance, particularly through job satisfaction as a mediator. Research (Mardanov, 2021) has found that a strong organizational culture contributes to job satisfaction, which, in turn, improves performance in service-sector companies. Similar results were reported (Setyowati et al., 2021), who found that a work environment supported by a positive organizational culture increases satisfaction, which in turn impacts productivity. Furthermore, (Khan et al., 2022) confirmed that an adaptive, innovation-supportive organizational culture indirectly improves employee performance by increasing job satisfaction, whereas a bureaucratic or rigid culture can decrease motivation and work output. Thus, the effectiveness of organizational culture on employee performance is significantly influenced by the quality of job satisfaction that employees perceive. Therefore, organizational culture interventions should focus on creating a positive and satisfying work experience. Therefore, job satisfaction acts as a mediating variable explaining how organizational culture can impact employee performance (Bagis et al., 2021).

**H7:** Organizational culture influences performance through job satisfaction

This research hypothesis is based on empirical phenomena and a theoretical foundation indicating that employee performance in government agencies, particularly in the healthcare sector, is significantly influenced by psychological empowerment and organizational culture, both directly and indirectly through job satisfaction. Therefore, the hypothesis in this study proposes testing the direct and indirect relationships between psychological empowerment and organizational culture on employee performance, with job satisfaction as a mediating variable. Based on the relationships between these variables, the research model can be seen in Figure 1

**Figure 1.** Research Framework



### 3. Methodology

This research falls under the category of explanatory research. The study population included all civil servants working in local government agencies in Maros Regency. The sample was determined using a purposive sampling technique, with the specific criterion of civil servants working at the Health Office. According to (Hair et al. 2019), the sample size can be determined by multiplying the number of indicators by 5 to 10, yielding a total sample of 147 respondents. Data collection was conducted through an online questionnaire distributed using Google Forms to respondents who met the sample criteria. Each item in the questionnaire was measured on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The collected data were analyzed using WarpPLS software using the Partial Least Squares (PLS) approach. The research instrument was first tested for validity and reliability before

further analysis. Model evaluation and hypothesis testing were conducted through inferential statistical analysis. Model evaluation consisted of two stages: testing the measurement model (outer model) and the structural model (inner model).

**Table 1.** Variable operational definitions

<b>Variable</b>	<b>Operational Definition</b>	<b>Indicator</b>
Psychological Empowerment	Psychological Empowerment is a psychological condition in which individuals feel confident, capable, and in control of their work, and believe that they can influence outcomes and make meaningful contributions.	1) Meaning 2) Competence 3) Self-determination 4) Impact 5) Accountability 6) Communication (Khan, 1997; Spreitzer, 1995)
Organizational Culture	Organizational culture is a system of shared values, beliefs, and norms that shapes how members of an organization think, behave, and interact to achieve common goals.	1) Self-Awareness 2) Aggressiveness 3) Personality 4) Team Orientation  (Edison et al., 2018)
Job Satisfaction	Job satisfaction is an employee's positive or negative feelings about his or her job, influenced by factors such as salary, working conditions, relationships with coworkers, and career development opportunities.	1) Salary 2) Recognition 3) Supervision 4) Coworkers 5) Job nature of the work itself (Rokka & Khanal, 2023)
Employee Performance	Employee performance is the results achieved by an employee in carrying out his duties, measured against established standards or objectives in terms of quality, quantity, and effectiveness.	1) Quantity 2) Quality 3) Time 4) Service Orientation 5) Integrity 6) Discipline (PP Nomor 30 Tahun 2019)

Source: Data Processed, 2026

## 4. Result and Discussion

### 4.1. Respondent Demographics

Table 2 presents the distribution of respondents by demographic category, including gender, age, education, and length of service. The detailed statistical analysis of the respondents is presented as follows:

**Table 2.** Respondent characteristics

<b>Characteristics</b>	<b>Category</b>	<b>Number (People)</b>	<b>Percentage (%)</b>
Gender	Male	83	56,46

Age	Female	64	43,54
	20 - 27 years	6	4,08
	28 - 35 years	42	28,57
	36 – 43 years	57	38,78
	44 – 51 years	31	21,09
	52 – 59 years	11	7,48
Education	High School	2	1,36
	Bachelor’s Degree	128	87,07
	Master’s Degree	17	11,56
Work Experience	1 – 10 years	11	7,48
	11 – 20 years	44	29,93
	21 – 30 years	68	46,26
	31 – 40 years	24	16,33
<b>Total</b>			<b>100</b>

Source: Primary Data Processed, 2026

#### 4.2. Outer Model Evaluation

Outer model evaluation is a testing phase that focuses on the relationship between latent variables and their constituent indicators. This testing aims to ensure that each indicator measures the latent variable validly and reliably. This assessment includes several key parameters: Composite Reliability, Cronbach's Alpha, and Average Variance Extracted (AVE), which collectively reflect the strength of the outer model.

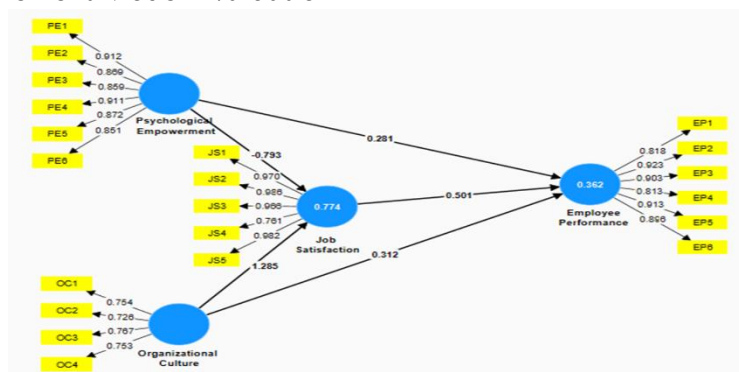
**Table 3.** Discriminant reliability test

Variable	Composite Reliability	Cronbach's Alpha	AVE	R-square
Psychological Empowerment	0.945	0.941	0.773	
Organizational Culture	0.894	0.802	0.563	
Job satisfaction	0.975	0.963	0.878	0.774
Employee Performance	0.961	0.942	0.772	0.362

Source: Primary Data Processed, 2026

Table 3 shows that all variables have Cronbach's Alpha and Composite Reliability values above 0.70 and AVE values above 0.50, thus they can be declared reliable and valid. The R-square value of 0.774 indicates that Job Satisfaction is strongly explained by Psychological Empowerment and Organizational Culture, while Employee Performance has an R-square value of 0.362, meaning it is moderately explained by the variables in the model. The following is a schematic of the PLS program model:

**Figure 2.** Measurement Model Evaluation



### 4.3. Hypothesis Testing

Hypothesis testing is used to determine the validity of a research statement or hypothesis by analyzing the data. The results of the hypothesis testing in this study are presented in the following table:

**Table 4:** Direct effects

Hypothesis	Original sample (O)	P-values	Result
Psychological Empowerment → Job satisfaction	0.793	0.014	Significant
Organizational culture → Job satisfaction	1.285	0.000	Significant
Psychological Empowerment → Employee Performance	0.281	0.000	Significant
Organizational culture → Employee Performance	0.312	0.062	Not Significant
Job satisfaction → Employee Performance	0.501	0.000	Significant
Psychological Empowerment → Job satisfaction → Employee Performance	0.172	0.032	Significant
Organizational culture → Job satisfaction → Employee Performance	0.260	0.010	Significant

Source: Primary Data Processed, 2026

### 4.4. Discussion

These findings confirm that psychological empowerment has a positive impact on job satisfaction, reflecting that when employees feel empowered, they report higher levels of satisfaction. Psychological empowerment increases employees' desire to perform optimally by making them feel valued and giving them the opportunity to contribute. Furthermore, empowerment also strengthens employees' trust in the organization and their superiors, fostering more harmonious working relationships and enhancing overall satisfaction. Managing tasks effectively fosters self-confidence, which ultimately leads employees to feel more satisfied with their roles and accomplishments. Similar findings were also demonstrated in research (Da Cruz et al., 2022), which confirmed that psychological empowerment improves job satisfaction and service quality, primarily through increased employee autonomy and perceived competence. A meta-analysis conducted (Mathew & Nair, 2022) also confirmed that psychological empowerment has a consistently positive and significant relationship with job satisfaction across various sectors. Similarly, a study (Ding & Wu, 2023) found that psychological empowerment positively and significantly affects job satisfaction by increasing feelings of autonomy and self-esteem at work.

Research results indicate that organizational culture has a substantial impact on job satisfaction. This is due to internal employee factors, including self-awareness, personality, aggressiveness, and team orientation. An organizational culture that supports open communication, collaboration, and clear values can increase employee self-awareness and help them understand their roles and responsibilities. Employees with high self-awareness tend to be better able to adapt to the culture, thereby increasing job satisfaction. Conversely, a positive culture can also suppress excessive aggressive behavior and channel that energy toward productivity. Similar findings are reported by (Senjaya & Anindita, 2020; Shahriari et al., 2023) who found that organizational culture directly increases job satisfaction by fostering a harmonious work environment. Furthermore, a study (Ozsoy, 2022) found that

organizational cultures oriented toward innovation and social support are associated with higher levels of job satisfaction, whereas rigid or bureaucratic cultures are associated with lower levels. When organizational values align with employees' personal values, satisfaction with the work environment and interpersonal relationships is fostered (Hasan et al., 2021).

Research indicates that psychological empowerment positively and significantly affects employee performance. This finding indicates that the stronger an employee's perception of empowerment within the organization, the higher their performance. Psychological empowerment plays a crucial role in improving performance because it fosters motivation to achieve and encourages optimal contribution. When employees are given the space to make decisions and feel valued, their level of trust in the organization and their superiors increases, resulting in more harmonious and productive working relationships. Furthermore, the perception of their own ability to complete tasks fosters self-confidence, which in turn encourages employees to try new methods, propose ideas, and complete work independently. In the context of psychological empowerment, this self-confidence serves as an important foundation that stimulates creativity and drives improved performance. This finding aligns with previous research, which shows that psychologically empowered employees tend to have higher job engagement, a stronger sense of responsibility, and the ability to take initiative in completing their tasks (Al Otaibi et al., 2023). Similarly, a study (Baird et al., 2020) found that psychological empowerment is believed to improve employee performance because individuals who feel capable and have control over their work will demonstrate better productivity and service quality.

Research shows that organizational culture does not have a direct influence on employee performance. This is due to the different characteristics of public sector bureaucracies compared to business organizations. This finding does not fully support the theory of organizational behavior, which states that organizational culture is an important factor in shaping work behavior and improving employee performance. Organizational culture tends to be administrative and normative because employees operate according to formal rules, bureaucratic procedures, and established administrative goals. Therefore, organizational culture may not directly improve employee performance unless accompanied by personal job satisfaction. In government bureaucracies, organizational culture functions more as a guideline for work behavior than as a driver of productivity, especially if it is not accompanied by work rewards, harmonious work relationships, leadership support, and a comfortable work environment. This finding is supported by a study (Hartnell et al., 2011), which found that organizational culture is not a primary predictor of performance relative to other factors such as management practices, leadership, and work system design. This analysis confirms that the direct relationship between organizational culture and performance is typically weak or insignificant, particularly when other organizational variables take precedence. Furthermore, research by (Zhao et al., 2018) found that several dimensions of corporate culture have no significant impact on performance.

Job satisfaction has a significant impact on employee performance, stemming from the recognition of work results and the nature of the work itself. Employees who receive recognition for their contributions, achievements, and efforts will feel valued, fostering a sense of pride and satisfaction in their work. Furthermore, challenging, meaningful work that provides opportunities to utilize existing abilities and skills contributes to increased employee job satisfaction. The finding (Kosec et al., 2022; Sriyani et al., 2023) reveals a significant positive correlation between job satisfaction and employee performance, particularly in roles that

require intellectual and emotional engagement. (Alkandi et al., 2023; Wua et al., 2022) confirms that job satisfaction not only directly influences performance but also through mechanisms that increase employee motivation and loyalty. Research (Katebi et al., 2022) indicates that job satisfaction has a positive, significant impact on employee performance.

Empirical findings suggest that psychological empowerment has a significant impact on employee performance, with job satisfaction as a mediating factor. This condition illustrates that when employees have a strong desire to contribute and perceive that their work provides value, challenges, and opportunities for growth, they tend to experience higher levels of job satisfaction, which in turn increases motivation and drive to perform optimally. Research (Karimi et al., 2021) shows that psychological empowerment influences job satisfaction, which, in turn, enhances performance through improved service quality. Other findings (Rafique et al., 2023) confirm that psychological empowerment significantly contributes to public sector employee performance, and this relationship is strongly mediated by job satisfaction. Furthermore, research (Yoon & Park, 2023) indicates that psychological empowerment has a significant impact on job satisfaction, which in turn influences performance improvement.

Organizational culture influences employee performance through job satisfaction as a mediating pathway. A positive organizational culture is reflected in the development of positive employee personality traits, such as a sense of responsibility, integrity, and professionalism. A culture that supports these personality traits enables employees to interact constructively and exhibit work behaviors consistent with the organization's values. The study (Mardanov, 2021) found that a strong organizational culture contributes to job satisfaction, which, in turn, improves performance in service-sector companies. Similar results were reported (Setyowati et al., 2021) who found that a work environment supported by a positive organizational culture increases satisfaction, thereby impacting productivity. Furthermore, (M. Khan et al., 2022) emphasized that an adaptive and innovation-supportive organizational culture indirectly improves employee performance by increasing job satisfaction, whereas a bureaucratic or rigid culture can reduce motivation and work output.

## **5. Conclusion and Suggestion**

This study confirms that psychological empowerment significantly influences employee performance, both directly and indirectly through job satisfaction. The results show that psychological empowerment has a stronger influence on employee performance than organizational culture, and that organizational culture influences performance indirectly through job satisfaction. These findings indicate that job satisfaction plays a crucial psychological role in explaining how organizational conditions can influence employee work behavior and performance, thus supporting Organizational Behavior Theory in the context of public sector organizations. Theoretically, this study extends the application of Organizational Behavior Theory by demonstrating that employee performance in government healthcare institutions is influenced not only by formal organizational culture but also strongly by psychological empowerment and job satisfaction. Practically, these findings provide a basis for designing more effective resource management strategies by increasing employee involvement in decision-making, strengthening work communication, providing leadership support, and developing a collaborative work culture to improve work motivation, service quality, and employee performance focused on public service.

## **6. Limitations and Future Research**

This study still has several limitations that should be considered when interpreting the results. The limited scope of the study within the Maros Regency Health Office means the results may not fully represent conditions in other agencies or organizations. Furthermore, this study focused solely on the influence of organizational culture, job satisfaction, and psychological empowerment, thus preventing analysis of other factors that may also influence employee performance. The use of a cross-sectional approach also limits the study's ability to observe the dynamics of changes in employee behavior over time. Therefore, future research is expected to involve a broader range of research subjects, integrate additional relevant variables, and employ a longitudinal or mixed-methods approach to produce more in-depth and comprehensive findings. Future research is recommended to add additional variables to strengthen the research model and provide a more comprehensive study. In addition, research can be conducted in public-sector organizations in other regions or using a qualitative approach to obtain a more in-depth picture of employees' working conditions.

## **Declaration of AI and AI-assisted technologies in the writing process**

During the preparation of this work the authors used ChatGPT by OpenAI in order to check grammar and polish text. After using this tool/service, the authors reviewed and edited the content as needed and take(s) full responsibility for the content of the publication.

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