The Eastasouth Journal of Social Science and Humanities
Vol. 4, No. 01, October 2026, pp. 56 – 68
ISSN: 3026-5592, DOI: 10.58812/esssh.v4i01

The Effect of Organizational Culture on Job Satisfaction with Work Motivation as a Mediating Variable Among Employees of The Ambon City Communication, Informatics, and Cryptography Office

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Article Info

Article history:

Received Oct, 2026
Revised Oct, 2026
Accepted Oct, 2026

Keywords:

Job Satisfaction;
Organizational Culture;
Work Motivation

ABSTRACT

This study aims to analyze the effect of organizational culture on job satisfaction, with work motivation as a mediating variable among employees of the Ambon City Communication, Informatics, and Cryptography Office. The study employed a quantitative approach using a survey method. The population consisted of 40 employees, and the entire population was included as the sample through saturated sampling (census). Data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 4.0. The results show that organizational culture has a positive and significant effect on work motivation (β = 0,621; p = 0,000) and job satisfaction (β = 0,342; p = 0,016). Work motivation also has a positive and significant effect on job satisfaction (β = 0,486; p = 0,000). In addition, work motivation partially mediates the effect of organizational culture on job satisfaction, with an indirect effect coefficient of 0,302 and a p-value of 0,006. The R-Square values indicate that organizational culture explains 38,5% of the variance in work motivation, while organizational culture and work motivation jointly explain 62,1% of the variance in job satisfaction. The findings indicate that a strong and positive organizational culture can enhance employees' work motivation, which ultimately contributes to higher job satisfaction. Therefore, organizations need to strengthen the implementation of organizational cultural values and create a work environment that encourages employee motivation in order to improve job satisfaction and the quality of public services.

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1. INTRODUCTION

Human resources are a strategic factor that determines organizational success, particularly in the public sector, which is oriented toward service quality. One important indicator of successful human resource management is employee job satisfaction, because job satisfaction affects productivity, loyalty, commitment, and service quality. Job satisfaction reflects an individual's positive evaluation of their work [1]; therefore, a high level of satisfaction can improve organizational performance, whereas low satisfaction may lead to declining performance and an intention to leave the organization.

One factor that influences job satisfaction is organizational culture, namely

the system of values, norms, and beliefs shared within an organization [2]. A strong organizational culture can create a conducive work environment, improve cooperation, and build a sense of belonging to the organization, thereby increasing employee job satisfaction.
However, the effect of organizational culture on job satisfaction is not always direct and may be mediated by psychological factors such as work motivation. Work motivation is the internal and external drive that encourages individuals to achieve work goals [3]. High motivation increases enthusiasm for work and ultimately contributes to higher job satisfaction.

Several previous studies have shown that organizational culture affects work motivation [4], and that work motivation affects job satisfaction [5]. This indicates that work motivation has the potential to act as a mediating variable in this relationship.

In the context of the Ambon City Communication, Informatics, and Cryptography Office, the demands of government digital transformation require a strong organizational culture and high work motivation. However, several issues remain, including differences in perceptions of organizational values, suboptimal coordination, and limited recognition for work, indicating that organizational culture has not yet been optimized in promoting employee motivation and job satisfaction.

Research on organizational culture, work motivation, and job satisfaction in the public sector remains limited, particularly in the context of regional government agencies in Eastern Indonesia that are undergoing digital transformation. Therefore, this study is important for addressing this gap by examining the role of work motivation as a mediating variable. The novelty of this study lies in developing a work-motivation mediation model in the relationship between organizational culture and job satisfaction within the context of local government organizations undergoing digital transformation. In addition, this study expands the literature on organizational behavior in the public sector with its bureaucratic characteristics and public-service orientation.

Theoretically, this study contributes to strengthening Social Exchange Theory, which explains that reciprocal relationships between organizations and employees can influence work motivation and job satisfaction. This study also confirms that the effect of organizational culture on job satisfaction is not only direct, but also operates through the psychological mechanism of work motivation.

2. THEORY

2.1 Organizational Culture

Organizational culture is one of the fundamental factors influencing individual behavior within an organization, particularly in the public sector, where service effectiveness is essential. Organizational culture reflects the system of values, norms, beliefs, and basic assumptions shared by organizational members as a guide for thinking, behaving, and acting in carrying out their work.

According to [2], organizational culture is a pattern of basic assumptions developed by a group to address problems of external adaptation and internal integration, which is then taught to new members as the correct way to understand, think, and feel within the organization. Meanwhile, [1] define organizational culture as a system of shared meaning held by organizational members that distinguishes one organization from another. In public-sector organizations such as the Ambon City Communication, Informatics, and Cryptography Office, organizational culture plays an important role in shaping work discipline, interdepartmental coordination, public-service orientation, and employee commitment to government digital transformation. The indicators of organizational culture according to [1] include:

a. Innovation and risk taking
b. Attention to detail

c. Results orientation
d. Team orientation
e. Organizational stability

2.2 *Work Motivation*

Work motivation is a psychological factor that explains the strength, direction, and persistence of individuals in achieving organizational goals. In the context of public bureaucracy, work motivation is a key factor determining the extent to which employees can perform their duties optimally, particularly in supporting digital transformation and improving the quality of public services.

According to [3], work motivation is a condition that drives employees to achieve organizational goals effectively and efficiently. Meanwhile, Herzberg's Two-Factor Theory explains that work motivation is influenced by motivator factors such as achievement, recognition, responsibility, and opportunities for development, which have a direct impact on job satisfaction.

In this study, work motivation is positioned as a psychological variable that mediates the effect of organizational culture on employee job satisfaction. The indicators of work motivation according to [3] include:

a. Responsibility in the job
b. Work achievement
c. Recognition of performance
d. Opportunities for development
e. Challenging work

2.3 *Job Satisfaction*

Job satisfaction is an individual's positive emotional response to their job that arises from evaluating various aspects of the work. Job satisfaction is an important indicator for assessing the effectiveness of human resource management, particularly in public-sector organizations that are oriented toward serving the community.

According to [1], job satisfaction is a positive feeling about a job resulting from an evaluation of its characteristics. Meanwhile, [6] emphasizes that job satisfaction reflects an individual's attitude toward work and can influence work behaviors such as commitment, loyalty, and performance.

In the context of public organizations, job satisfaction is strongly influenced by a conducive organizational culture and by employees' level of work motivation in performing public-service duties, including supporting government digital transformation. The indicators of job satisfaction according to [7] include:

a. Satisfaction with the work itself
b. Satisfaction with supervisors
c. Satisfaction with coworkers
d. Satisfaction with promotion
e. Satisfaction with compensation

2.4 *Hypothesis Development*

a. The Effect of Organizational Culture on Work Motivation

An organizational culture that supports communication, cooperation, recognition, and employee development can increase work motivation. A work environment characterized by positive values encourages employees to work with greater enthusiasm and commitment in achieving organizational goals. According to [1], organizational culture is a system of shared meaning that influences the behavior and attitudes of organizational members. A strong organizational culture can shape positive work behavior and thereby increase employee work motivation. This finding is supported by [4], who found that organizational culture has a positive effect on employee work motivation.

H1: Organizational Culture Has a Positive and Significant Effect on Work Motivation.

b. The Effect of Work Motivation on Job Satisfaction

Work motivation is an internal and external drive that encourages a person to perform work optimally. Employees with high work motivation tend to demonstrate greater enthusiasm, stronger commitment, and higher satisfaction with their jobs. According to [8], motivational factors such as achievement, recognition, responsibility, and opportunities for development can increase individual job satisfaction. The findings of [5] show that work motivation has a positive effect on employee job satisfaction.

H2: Work Motivation Has a Positive and Significant Effect on Job Satisfaction.

c. The Effect of Organizational Culture on Job Satisfaction

A strong organizational culture can create a conducive work environment, improve cooperation, build harmonious working relationships, and provide employees with a sense of comfort in performing their work. These conditions can increase employee job satisfaction. According to [2], organizational culture plays a role in shaping organizational members' behavior and attitudes toward their work. A positive organizational culture creates a supportive atmosphere in which employees feel comfortable and satisfied at work. [9] found that organizational culture has a positive effect on job satisfaction.

H3: Organizational Culture Has a Positive and Significant Effect on Job Satisfaction.

d. The Mediating Role of Work Motivation in the Effect of Organizational Culture on Job Satisfaction

A good organizational culture can increase employee work motivation by creating a supportive work environment, providing recognition for performance, and offering opportunities for development. The resulting increase in work motivation ultimately promotes higher employee job satisfaction. Thus, work motivation serves as a mechanism that explains how organizational culture can influence job satisfaction. Theoretically, a positive organizational culture can increase employee work motivation, which subsequently leads to greater job satisfaction. Therefore, work motivation is expected to act as a mediating variable in the relationship between organizational culture and job satisfaction.

H4: Work Motivation Mediates the Effect of Organizational Culture on Job Satisfaction.

e. Conceptual Framework

Based on the relationships among the variables described above, the conceptual framework proposed in this study is as follows:

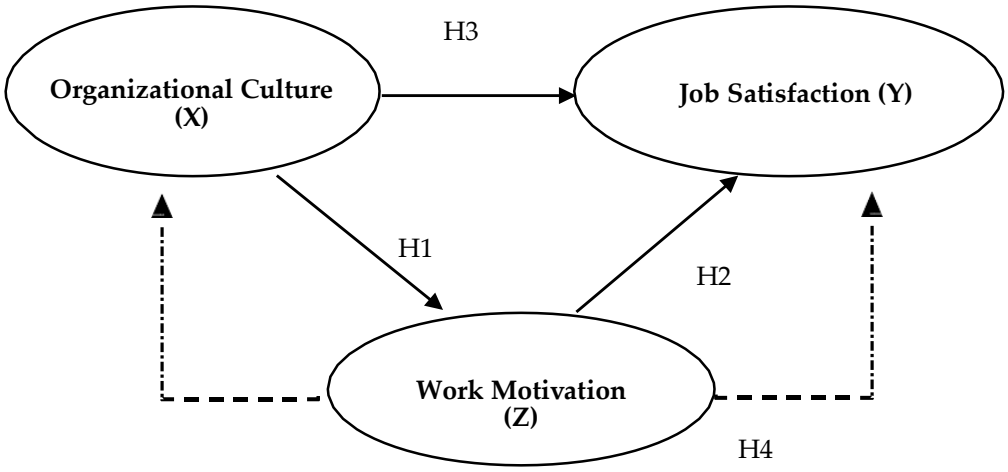


Figure 1. Conceptual Framework
Source: Theory

3. METHOD

This study was conducted at the Ambon City Communication, Informatics, and Cryptography Office. The research site was selected because of its relevance to the issues under investigation, namely organizational culture, work motivation, and employee job satisfaction in supporting the effectiveness of public-service delivery. The study population comprised all 40 employees working at the Ambon City Communication, Informatics, and Cryptography Office. Given the relatively limited population size, this study used saturated sampling (census), meaning that all members of the population were included as the research sample [10]. Thus, the sample consisted of 40 respondents, which was expected to provide a representative picture of employee conditions within the agency.

3.1 Operational Definition of Variables

Operational definitions are used to provide clear boundaries for the variables under study so that they can be measured empirically. This study includes three variables: organizational culture as the independent variable (X), work motivation as the mediating variable (Z), and job satisfaction as the dependent variable (Y). Each variable is measured using indicators developed from theory and previous studies. The operational definitions of the research variables are presented in Table 1.

Table 1. Operational Definitions of Research Variables

Variable	Operational Definition	Indicator	Scale
Organizational Culture (X)	Organizational culture is a system of values, norms, beliefs, and habits shared by organizational members and used as a guide for behavior and work performance.	1. Innovation and risk taking 2. Attention to detail 3. Results orientation 4. Team orientation 5. Organizational stability	Likert (1–5)
Work Motivation (Z)	Work motivation is an internal and external drive that generates enthusiasm, direction, and persistence in employees as they perform their work to achieve organizational goals.	1. Responsibility 2. Work achievement 3. Recognition 4. Opportunities for development 5. Challenging work	Likert (1–5)
Job Satisfaction (Y)	Job satisfaction is an employee's positive feeling toward the job that arises from evaluating	1. The work itself 2. Supervisor 3. Coworkers	Likert (1–5)

Variable	Operational Definition	Indicator	Scale
	various aspects of the work performed.	4. Promotion 5. Compensation	

Source: [1], [3], [7].

3.2 *Data Analysis Technique*

Data analysis in this study used Structural Equation Modeling-Partial Least Squares (SEM-PLS) with the SmartPLS 4.0 application. This method was used to test direct and indirect relationships among variables as well as the mediating role in the research model. The analysis involved evaluating the outer model, including validity and reliability tests, and the inner model to assess relationships among variables through R-Square (R^2) values and path coefficients. Hypotheses were tested using the bootstrapping method with the criteria t-statistic > 1,96 and p-value < 0,05. In addition, a mediation test was conducted to determine the role of work motivation in mediating the effect of organizational culture on job satisfaction.

4. RESULTS AND DISCUSSION

4.1 *Outer Model*

The outer model is the first stage in SEM-PLS analysis and focuses on the relationship between indicators (measured variables) and constructs (latent variables), with each construct measured by its indicators. The quality of indicator measurement of the constructs is evaluated through the outer model. Outer-model evaluation aims to test the validity and reliability of indicators in measuring latent constructs. The model is evaluated based on three main criteria: indicator validity (outer loading), construct validity (convergent validity and discriminant validity), and construct reliability.

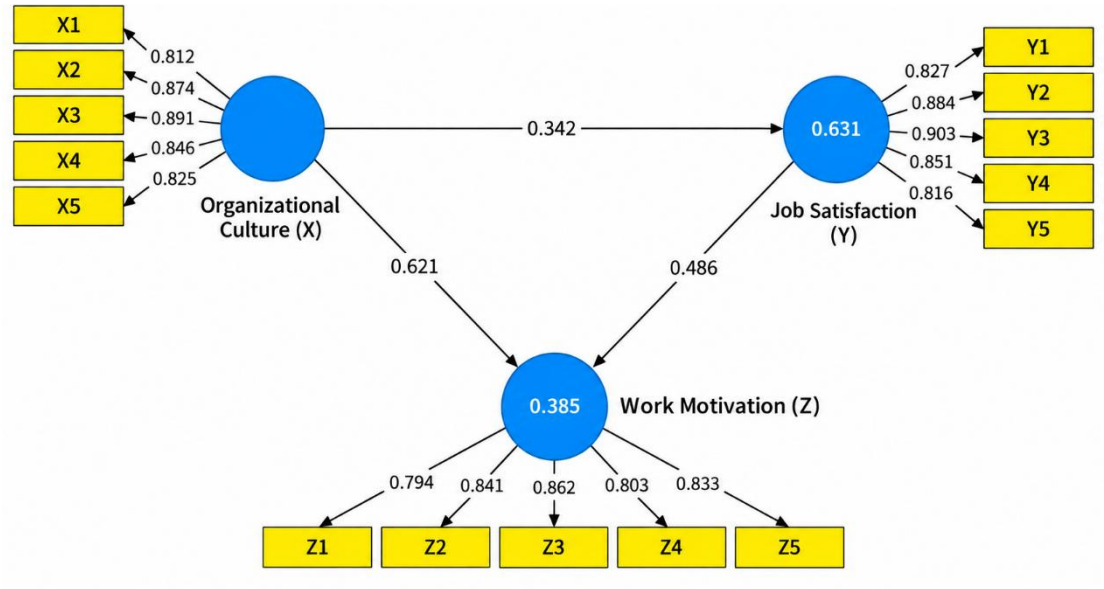


Figure 2. Outer Model

Based on Figure 2, all indicators of Organizational Culture (X), Work Motivation (Z), and Job Satisfaction (Y) have outer-loading values above 0,70. The loading values for Organizational Culture range from 0,812–0,891, Work Motivation from 0,794–0,862, and Job Satisfaction from 0,816–0,903. These results indicate that all indicators meet the convergent-validity criteria and are suitable for further analysis [11]. Thus, all indicators are considered valid and capable of representing the constructs measured in this study.

4.2 Validity Test

a. Cross-Loading Results

Cross-loading values are used to test discriminant validity by comparing the correlation of an indicator with the construct it measures and with other constructs. An indicator meets discriminant-validity requirements when its loading on the intended construct is higher than its loading on the other constructs.

Table 2. Cross-Loading Values

	Organizational Culture (X)	Job Satisfaction (Y)	Work Motivation (Z)
X1	0,812	0,461	0,405
X2	0,874	0,593	0,551
X3	0,891	0,607	0,542
X4	0,846	0,621	0,518
X5	0,825	0,575	0,488
Y1	0,386	0,827	0,561
Y2	0,524	0,884	0,695
Y3	0,537	0,903	0,742
Y4	0,486	0,851	0,614
Y5	0,498	0,816	0,587
Z1	0,458	0,507	0,794
Z2	0,602	0,691	0,841
Z3	0,536	0,632	0,862
Z4	0,489	0,575	0,803
Z5	0,577	0,668	0,833

Source: SmartPLS 4.0 Output (Processed Data, 2026)

Based on Table 2, all indicators have higher cross-loading values on their respective constructs than on the other constructs. Thus, all indicators meet the discriminant-validity criteria and are considered valid for use in this study.

b. AVE Results

Average Variance Extracted (AVE) is used to measure convergent validity. A construct meets convergent-validity requirements when its AVE value is greater than 0,50.

Table 3. AVE Values

Variable	Criterion	AVE
Organizational Culture (X)	> 0,50	0,712
Job Satisfaction (Y)	> 0,50	0,731
Work Motivation (Z)	> 0,50	0,684

Source: SmartPLS 4.0 Output (Processed Data, 2026)

Based on Table 3, all variables have AVE values above 0,50 and therefore meet the convergent-validity criteria. Thus, the constructs used in this study are able to explain the variance of their indicators adequately.

4.3 Indicator Reliability Test

a. Outer-Loading Test Results

Outer loading is used to measure the strength of the relationship between an indicator and its construct. An indicator is considered reliable when its outer-loading value is greater than 0,70.

Table 4. Outer-Loading Test Results

Construct	Indicator	Criterion	Outer Loading
X	X1	> 0,70	0,812
	X2		0,874
	X3		0,891
	X4		0,846
	X5		0,825
Y	Y1		0,827
	Y2		0,884
	Y3		0,903
	Y4		0,851
	Y5		0,816
Z	Z1		0,794
	Z2		0,841
	Z3		0,862
	Z4		0,803
	Z5		0,833

Source: SmartPLS 4.0 Output (Processed Data, 2026)

Based on Table 4, all indicators have outer-loading values greater than 0,70; therefore, all indicators are considered reliable and suitable for use in structural-model testing.

b. Composite Reliability Test Results

Composite Reliability is used to measure the internal consistency of indicators within a construct.

Table 5. Composite Reliability Results

Construct	Composite Reliability	Criterion
Organizational Culture (X)	0,925	Very Good
Job Satisfaction (Y)	0,931	Very Good
Work Motivation (Z)	0,915	Very Good

Source: SmartPLS 4.0 Output (Processed Data, 2026)

Based on the Composite Reliability test results, all constructs have values greater than 0,70. This indicates that each construct has a very good level of reliability.

c. Cronbach's Alpha Test Results

Cronbach's Alpha is used to measure the level of internal consistency among indicators within a construct.

Table 6. Cronbach's Alpha Results

Construct	Cronbach's Alpha	Criterion
Organizational Culture (X)	0,898	Very Good
Job Satisfaction (Y)	0,907	Very Good
Work Motivation (Z)	0,884	Good

Source: SmartPLS 4.0 Output (Processed Data, 2026)

Based on Table 6, all constructs have Cronbach's Alpha values above 0,70. Thus, all constructs in this study have a good level of reliability and meet the requirements for subsequent SEM-PLS analysis.

d. Structural Model Evaluation (Inner Model)

Table 7. R-Square (R^2) Values

Endogenous Variable	R-Square
Work Motivation (Z)	0,385
Job Satisfaction (Y)	0,621

Source: SmartPLS 4.0 Output (Processed Data, 2026)

Based on Table 7, the R-Square value for Work Motivation is 0,385, indicating that 38,5% of the variance in work motivation can be explained by organizational culture, while 61,5% is influenced by factors outside the research model. Furthermore, the R-Square value for Job Satisfaction is 0,621, indicating that 62,1% of the variance in job satisfaction can be explained by organizational culture and work motivation, while the remaining 37,9% is explained by other variables not examined in this study. These results indicate that the model has a reasonably good explanatory capacity.

4.4 Hypothesis Testing

Table 8. Direct Effect Test Results (Path Coefficient)

Hypothesis	Variable Relationship	Path Coefficient (β)	T-Statistic	P-Value	Decision
H1	Organizational Culture → Work Motivation	0,621	4,927	0,000	Accepted
H2	Work Motivation → Job Satisfaction	0,486	3,864	0,000	Accepted
H3	Organizational Culture → Job Satisfaction	0,342	2,417	0,016	Accepted

Source: SmartPLS 4.0 Output (Processed Data, 2026)

Based on Table 8, organizational culture has a positive and significant effect on work motivation, with a path coefficient of 0,621, a t-statistic of 4,927, and a p-value of 0,000. Work motivation also has a positive and significant effect on job satisfaction, with a coefficient of 0,486 and a p-value of 0,000. In addition, organizational culture has a positive and significant effect on job satisfaction, with a coefficient of 0,342 and a p-value of 0,016. Thus, all direct-effect hypotheses in this study are accepted.

Table 9. Indirect Effect Test Results (Indirect Effect)

Hypothesis	Variable Relationship	Path Coefficient (β)	T-Statistic	P-Value	Decision
H4	Organizational Culture → Work Motivation → Job Satisfaction	0,302	2,765	0,006	Accepted

Source: SmartPLS 4.0 Output (Processed Data, 2026)

Based on the indirect-effect test results in Table 9, organizational culture has a positive and significant effect on job satisfaction through work motivation, with a coefficient of 0,302, a t-statistic of 2,765, and a p-value of 0,006. Because the p-value is less than 0,05, work motivation is proven to mediate the effect of organizational culture on job satisfaction. In addition, the direct effect of organizational culture on job satisfaction remains significant, indicating that work motivation acts as a partial mediator (partial mediation) in this relationship.

4.5 Discussion

a. The Effect of Organizational Culture on Work Motivation

The results show that organizational culture has a positive and significant effect on work motivation, with a path coefficient of 0,621, a t-statistic of 4,927, and a p-value of 0,000 (< 0,05). This result indicates that the better the organizational culture implemented at the Ambon City Communication, Informatics, and Cryptography Office, the higher the employees' work motivation.

In the context of regional government agencies, a strong organizational culture can create a conducive work environment, strengthen interdepartmental coordination, build a sense of togetherness, and provide clear direction for employees in carrying out public-service duties and functions. As an agency with a strategic role in information management, the development of electronic-based government systems, and regional information security, successful task implementation is strongly influenced by shared values and employee commitment to organizational goals. When organizational values are understood and applied consistently, employees feel that they are an important part of the organization, creating greater motivation to perform better and contribute optimally to regional government digital transformation.

This finding is consistent with [1], who state that organizational culture is a system of shared meaning that can influence the behavior and motivation of organizational members. A positive organizational culture creates a work environment that can increase employees' enthusiasm, commitment, and engagement in performing their work. The results also support [4], who found that organizational culture has a positive effect on work motivation. Thus, the stronger the organizational culture implemented at the Ambon City Communication, Informatics, and Cryptography Office, the higher the employees' work motivation in carrying out public-service duties.

b. The Effect of Work Motivation on Job Satisfaction

The results show that work motivation has a positive and significant effect on job satisfaction, with a path coefficient of 0,486, a t-statistic of 3,864, and a p-value of 0,000. This indicates that the higher the employees' work motivation, the higher the level of job satisfaction they experience.

At the Ambon City Communication, Informatics, and Cryptography Office, work motivation is an important factor because employees are required to adapt to developments in information technology, provide fast and accurate public services, and support the implementation of government digital transformation. Highly motivated employees tend to be more enthusiastic in completing their work, more responsible for assigned tasks, and more active in developing the competencies needed by the organization. These conditions increase feelings of achievement and meaningfulness at work, thereby contributing to higher job satisfaction.

This result is consistent with Herzberg's Two-Factor Theory, which explains that motivational factors such as achievement, recognition, responsibility, and opportunities for development are key factors that can increase an individual's job satisfaction. This study also supports the findings of [5], who state that work motivation has a positive effect on job satisfaction. Therefore, increasing employee work motivation through recognition, competency development, and career opportunities is an important factor in improving job satisfaction in local government agencies.

c. The Effect of Organizational Culture on Job Satisfaction

The analysis results show that organizational culture has a positive and significant effect on job satisfaction, with a path coefficient of 0,342, a t-statistic of 2,417, and a p-value of 0,016. This indicates that a good organizational culture can increase employee job satisfaction at the Ambon City Communication, Informatics, and Cryptography Office.

A positive organizational culture can create harmonious working relationships, improve communication among employees, strengthen teamwork, and build a work atmosphere that supports the implementation of government duties. In a local-government bureaucratic environment, an organizational culture that promotes openness, collaboration, discipline, and public-service orientation makes employees feel valued and recognize their important role within the organization. These conditions ultimately increase employees' satisfaction with their work.

This finding is consistent with [6], who states that organizational culture is one of the important factors influencing individual work attitudes, including job satisfaction. Organizations with a positive work culture are better able to create a pleasant work environment for employees. The results also support [12], who found a positive relationship between organizational culture and job satisfaction. In addition, [9] showed that a strong organizational culture can increase job satisfaction by creating a conducive work environment, effective communication, and harmonious working relationships among employees. Thus, these results reinforce the view that organizational culture is an important factor in increasing employee job satisfaction at the Ambon City Communication, Informatics, and Cryptography Office.

d. The Mediating Role of Work Motivation in the Relationship Between Organizational Culture and Job Satisfaction

The indirect-effect test results show that organizational culture has a positive and significant effect on job satisfaction through work motivation, with a coefficient of 0,302, a t-statistic of 2,765, and a p-value of 0,006. Because the p-value is less than 0,05, work motivation is proven to mediate the relationship between organizational culture and job satisfaction. This result shows that a good organizational

culture can increase job satisfaction not only directly but also by increasing employee work motivation. At the Ambon City Communication, Informatics, and Cryptography Office, an organizational culture that emphasizes cooperation, professionalism, innovation, and public-service orientation can increase employees' enthusiasm in carrying out tasks related to information management and government digital transformation. This higher motivation subsequently encourages employees to experience greater satisfaction with their jobs and the organization in which they work.

Because the direct effect of organizational culture on job satisfaction remains significant despite the presence of a mediating variable, work motivation acts as a partial mediator (partial mediation). This means that organizational culture can increase job satisfaction both directly and through increased employee work motivation.

This finding supports Social Exchange Theory, which explains that employees respond positively to favorable organizational treatment through increased motivation and more positive work attitudes. The results are also consistent with [9], who found that a strong organizational culture can simultaneously increase motivation and job satisfaction. In addition, [12] showed that a positive organizational environment promotes greater work motivation, which ultimately contributes to higher employee job satisfaction. Thus, work motivation is an important mechanism explaining how organizational culture can increase employee job satisfaction at the Ambon City Communication, Informatics, and Cryptography Office.

5. CONCLUSION

Based on the SEM-PLS analysis of 40 employees at the Ambon City Communication, Informatics, and Cryptography Office, it can be concluded that organizational culture has a positive and significant effect on work motivation. This indicates that the better the implementation of organizational cultural values, the higher the employees' work motivation in carrying out their duties and responsibilities. Work motivation also has a positive and significant effect on job satisfaction, indicating that highly motivated employees tend to experience greater satisfaction with their jobs. In addition, organizational culture has a positive and significant effect on employee job satisfaction. The results also show that work motivation is able to partially mediate the effect of organizational culture on job satisfaction.

The findings indicate that organizational culture increases job satisfaction not only directly but also through increased employee work motivation. Thus, work motivation becomes an important mechanism explaining how organizational culture can increase job satisfaction in public-sector organizational settings.

From a managerial perspective, these findings imply that the leadership of the Ambon City Communication, Informatics, and Cryptography Office should strengthen an organizational culture oriented toward cooperation, open communication, work discipline, innovation, and performance achievement. Organizational culture can be strengthened through the continuous internalization of organizational values, improved interdepartmental coordination, and the creation of a work environment that supports collaboration and employee development.

In addition, the organization needs to increase employee work motivation by recognizing work achievements, providing competency-development opportunities, offering continuous training, and creating broader opportunities for employees to participate in work-related decision making. These efforts are expected to increase work enthusiasm, employee engagement, and job satisfaction on an ongoing basis.

The findings contribute to human resource management in the public sector, particularly by supporting improvements in public-service quality through stronger organizational culture and work motivation as strategic factors in increasing employee job satisfaction.

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