

The Role of Job Satisfaction in Mediating the Effects of Work Motivation and Organizational Culture on Human Resource Development at BAPPEDA East Aceh Regency

Cut Liana Meilani, Sri Rahayu

Abstract

This study examines the role of job satisfaction in mediating the effects of work motivation and organizational culture on human resource development at the Regional Development Planning Agency (BAPPEDA) of East Aceh Regency. Human resource development is a critical factor in enhancing the effectiveness and performance of public sector organizations, particularly in regional development planning institutions that require competent and adaptive human resources. Differences in work motivation and organizational culture are assumed to influence employees' job satisfaction, which in turn affects the development of human resources. This research adopts a quantitative approach with an associative causal design. The population comprises all 82 employees of BAPPEDA East Aceh Regency, and a saturated sampling technique is employed. Data are collected through structured questionnaires and analyzed using multiple regression and path analysis with the support of SPSS software. The findings reveal that work motivation and organizational culture have a positive and significant effect on job satisfaction. Furthermore, job satisfaction has a positive and significant effect on human resource development. The results also indicate that job satisfaction mediates the relationship between work motivation and organizational culture on human resource development. These findings highlight the importance of enhancing employee motivation and fostering a supportive organizational culture to improve job satisfaction and, ultimately, strengthen human resource development in public sector institutions.

Keywords: Work Motivation, Organizational Culture, Job Satisfaction, Human Resource Development

Cut Liana Meilani¹

¹Master of Management, Universitas Pembangunan Panca Budi, Indonesia
e-mail: licoetmey@gmail.com¹

Sri Rahayu²

²Master of Management, Universitas Pembangunan Panca Budi, Indonesia
e-mail: srirahayu@dosen.pancabudi.ac.id²
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Introduction

Human Resource Development (HRD) plays a crucial role in improving organizational effectiveness and ensuring the successful implementation of public policies, particularly in public sector institutions. Regional development planning agencies such as the Regional Development Planning Agency (BAPPEDA) are required to have competent, adaptive, and professional human resources to respond to dynamic development challenges. Therefore, effective human resource development is essential to support sustainable regional development and good governance [1], [2].

Work motivation is one of the key factors influencing employee behavior and performance. Employees with high work motivation tend to demonstrate greater commitment, responsibility, and willingness to improve their competencies through learning and training activities [3]. In public sector organizations, motivation is not only driven by financial incentives but also by recognition, career opportunities, and meaningful work [4]. Insufficient motivation may hinder employee engagement and reduce the effectiveness of human resource development programs.

In addition to work motivation, organizational culture significantly affects how employees perceive their work environment and organizational values. Organizational culture reflects shared norms, beliefs, and behavioral patterns that guide employees in carrying out their duties [5]. A strong and supportive organizational culture can foster collaboration, innovation, and continuous learning, which are essential for enhancing human resource development [6]. Conversely, a weak organizational culture may limit communication, reduce job satisfaction, and negatively affect employee development.

Job satisfaction is considered a critical psychological factor that influences employee attitudes and behaviors. Employees who are satisfied with their jobs are more likely to show positive work attitudes, higher loyalty, and stronger commitment to organizational goals [7]. Several studies suggest that job satisfaction acts as an important mediating variable linking work motivation and organizational culture to various organizational outcomes, including performance and human resource development [8], [9].

Although numerous studies have examined the relationships among work motivation, organizational culture, and job satisfaction, empirical research focusing on the mediating role of job satisfaction in human resource development within public sector planning institutions remains limited, particularly at the regional level. Therefore, this study aims to analyze the role of job satisfaction in mediating the effects of work motivation and organizational culture on human resource development at BAPPEDA East Aceh Regency. The findings are expected to contribute both theoretically to human resource management literature and practically to policy formulation for improving human resource development in public sector organizations.

Literature Review

Work Design

2.1. Human Resource Development

Human Resource Development (HRD) refers to a systematic and planned effort to improve employees' competencies, skills, knowledge, and abilities to support organizational goals. HRD focuses on training, education, career development, and continuous learning to enhance individual and organizational performance [1]. In public sector organizations, HRD is essential to ensure that employees are capable of responding to policy changes, technological advancements, and increasing public service demands [2]. Effective HRD contributes to improved productivity, professionalism, and organizational sustainability.

2.2. Work Motivation

Work motivation is defined as the internal and external forces that initiate, direct, and sustain work-related behavior [3]. Motivation influences how employees perform their tasks,

achieve goals, and engage in learning and development activities. According to motivation theories, such as Herzberg's two-factor theory and expectancy theory, motivated employees tend to show higher commitment and willingness to improve their competencies [4]. Several studies have found that work motivation has a significant positive effect on job satisfaction and human resource development, particularly in public sector institutions where intrinsic motivation plays a dominant role [5].

2.3. Organizational Culture

Organizational culture represents a system of shared values, beliefs, norms, and assumptions that shape employees' attitudes and behaviors within an organization [6]. A strong organizational culture can create a supportive work environment, encourage collaboration, and foster innovation and learning [7]. In the context of human resource development, organizational culture plays a crucial role in determining whether employees are encouraged to develop their skills and adapt to change. Previous studies indicate that organizational culture significantly influences job satisfaction and employee development outcomes [8].

2.4. Job Satisfaction

Job satisfaction refers to an employee's overall emotional response to their job, resulting from an evaluation of job characteristics such as work conditions, rewards, supervision, and career opportunities [9]. Employees who experience high job satisfaction tend to demonstrate positive work attitudes, higher loyalty, and stronger organizational commitment. Job satisfaction has been widely recognized as a key determinant of employee performance and development [10]. In public sector organizations, job satisfaction is influenced not only by financial rewards but also by recognition, fairness, and opportunities for professional growth.

2.5. Job Satisfaction as a Mediating Variable

Job satisfaction is often positioned as a mediating variable that explains how work motivation and organizational culture influence human resource development. Motivated employees and those working in a positive organizational culture are more likely to feel satisfied with their jobs, which subsequently enhances their willingness to participate in training, learning, and career development programs [11]. Empirical evidence suggests that job satisfaction partially or fully mediates the relationship between motivation, organizational culture, and various organizational outcomes, including human resource development [12]. Therefore, examining job satisfaction as an intervening variable provides a more comprehensive understanding of the mechanisms underlying human resource development in public sector institutions.

Research Methodology

3.1. Research Design

This study employs a quantitative research approach with an associative causal design to examine the relationships among work motivation, organizational culture, job satisfaction, and human resource development. The quantitative approach enables objective measurement of variables and statistical testing of hypotheses, while the causal design aims to identify both direct and indirect effects among the variables.

3.2. Research Location and Time

The research was conducted at the Regional Development Planning Agency (BAPPEDA) of East Aceh Regency, Indonesia. This institution was selected due to its strategic role in regional development planning, which requires effective human resource development. The study was carried out in 2025, encompassing data collection, processing, and analysis stages.

3.3. Population and Sample

The population of this study consists of all employees of BAPPEDA East Aceh Regency, totaling 82 employees. Given the relatively small population size, a saturated sampling (census) technique was applied, whereby all population members were included as research respondents. Thus, the sample size in this study is 82 respondents.

3.4. Data Types and Sources

The study uses quantitative data derived from both primary and secondary sources. Primary data were collected directly from respondents through structured questionnaires related to work motivation, organizational culture, job satisfaction, and human resource development. Secondary data were obtained from institutional documents, official reports, and relevant literature to support the research framework and analysis.

3.5. Data Collection Techniques

Data were collected using three techniques:

1. Questionnaires, distributed to all respondents and designed based on established indicators for each research variable using a Likert scale;
2. Documentation, including organizational records and employee data; and
3. Literature review, involving books, scientific journals, and previous studies relevant to human resource management and organizational behavior.

3.6. Data Analysis Technique

Data analysis was conducted using statistical analysis with SPSS software. The analysis procedures included descriptive statistics, validity and reliability testing of research instruments, and classical assumption tests (normality, multicollinearity, and heteroscedasticity). Hypothesis testing was performed using multiple regression analysis and path analysis to examine direct and indirect effects among variables. Job satisfaction was tested as a mediating variable in the relationship between work motivation and organizational culture on human resource development.

3.7. Research Ethics

This study was conducted in accordance with ethical principles to ensure the integrity, credibility, and responsibility of the research process. Ethical considerations were applied throughout all stages of the study, from data collection to analysis and reporting of results.

Prior to data collection, permission to conduct the research was obtained from the management of the Regional Development Planning Agency (BAPPEDA) of East Aceh Regency. All respondents were informed about the purpose of the study, the voluntary nature of their participation, and their right to withdraw from the study at any time without any consequences.

Informed consent was obtained from all participants before they completed the questionnaire. Respondents were assured that their identities would remain anonymous and that all information provided would be kept confidential. The data collected were used solely for academic research purposes and were not disclosed to any third parties.

The study did not involve any physical, psychological, or social risks to participants. The questionnaire items were designed to avoid sensitive or harmful content. Data were analyzed objectively, and the findings were reported honestly without fabrication, falsification, or misrepresentation.

Furthermore, this research upholds academic integrity by properly acknowledging all sources of information through appropriate citations and references, thereby avoiding plagiarism. By adhering to these ethical standards, the study aims to contribute responsibly to

the development of knowledge in the field of human resource management, particularly in the public sector.

Results

This study analyzes the relationships among work motivation, organizational culture, job satisfaction, and human resource development at the Regional Development Planning Agency (BAPPEDA) of East Aceh Regency. Data were obtained from 82 respondents and analyzed using multiple regression and path analysis with SPSS software.

4.1 Descriptive Analysis

The descriptive analysis indicates that, in general, employees perceive work motivation, organizational culture, job satisfaction, and human resource development at BAPPEDA East Aceh Regency to be at a moderate level. Several indicators show positive tendencies, such as responsibility toward work, teamwork, and interpersonal relationships. However, other aspects, including recognition of performance, opportunities for career development, openness of communication, and encouragement of innovation, still require improvement. These findings suggest that although basic organizational conditions are in place, there is room to enhance factors that support sustainable human resource development.

4.2 Effect of Work Motivation on Job Satisfaction

The results of hypothesis testing show that work motivation has a positive and significant effect on job satisfaction. Employees who demonstrate higher levels of motivation—particularly in terms of responsibility, achievement orientation, and work enthusiasm—tend to experience greater satisfaction with their jobs. This finding indicates that motivated employees are more likely to perceive their work positively, even within the constraints commonly found in public sector organizations.

4.3 Effect of Organizational Culture on Job Satisfaction

The analysis also reveals that organizational culture has a positive and significant effect on job satisfaction. A work environment characterized by shared values, teamwork, discipline, and supportive leadership contributes to higher levels of employee satisfaction. Conversely, limitations in communication and innovation culture may reduce job satisfaction. This result confirms the importance of organizational culture in shaping employees' psychological responses to their work.

4.4 Effect of Job Satisfaction on Human Resource Development

The results further demonstrate that job satisfaction has a positive and significant effect on human resource development. Employees who are satisfied with their jobs show a greater willingness to participate in training, improve their competencies, and engage in career development activities. Job satisfaction therefore serves as an important driver in strengthening the effectiveness of human resource development initiatives within the organization.

4.5 Mediating Role of Job Satisfaction

Path analysis results indicate that job satisfaction mediates the relationship between work motivation and organizational culture on human resource development. Work motivation and organizational culture not only have direct effects on human resource development but also exert indirect effects through job satisfaction. This finding suggests that improving motivation and organizational culture will be more effective in enhancing human resource development when accompanied by efforts to increase employee job satisfaction.

Discussion

The findings of this study provide empirical evidence regarding the relationships among work motivation, organizational culture, job satisfaction, and human resource development in a public sector institution. The results confirm that work motivation and organizational culture play significant roles in shaping job satisfaction, which subsequently influences human resource development at BAPPEDA East Aceh Regency.

The positive effect of work motivation on job satisfaction indicates that employees who possess strong internal drive, responsibility, and enthusiasm toward their work tend to experience higher levels of job satisfaction. This finding supports motivation theories suggesting that motivated employees are more likely to perceive their jobs positively and remain committed to organizational goals. In the context of public sector organizations, where financial incentives may be limited, intrinsic motivation such as achievement, recognition, and meaningful work becomes a crucial determinant of job satisfaction.

The study also demonstrates that organizational culture has a significant influence on job satisfaction. A supportive culture characterized by shared values, teamwork, discipline, and leadership example enhances employees' sense of belonging and comfort at work. This result is consistent with organizational culture theory, which emphasizes that a positive cultural environment shapes employee attitudes and behaviors. When employees perceive organizational norms and values as fair and supportive, they are more likely to develop positive emotional responses toward their jobs.

Furthermore, the findings reveal that job satisfaction significantly affects human resource development. Satisfied employees show greater willingness to participate in training programs, develop their competencies, and pursue career growth. This result aligns with human resource development theory, which posits that psychological factors such as satisfaction and commitment are essential for maximizing the effectiveness of development programs. In the public sector, job satisfaction can enhance employees' engagement in learning activities and support long-term capacity building.

Importantly, this study confirms the mediating role of job satisfaction in the relationship between work motivation and organizational culture on human resource development. This suggests that motivation and organizational culture alone are insufficient to optimally improve human resource development without fostering job satisfaction. Job satisfaction acts as a psychological mechanism that translates motivation and cultural support into tangible developmental outcomes. This finding contributes to the literature by providing empirical support for the mediating model in a regional public sector planning institution context.

Overall, the discussion highlights the importance of integrated human resource management strategies that focus not only on enhancing employee motivation and strengthening organizational culture but also on improving job satisfaction. For BAPPEDA East Aceh Regency, these findings imply that efforts to develop human resources should be accompanied by policies that recognize employee contributions, create a supportive work environment, and provide clear opportunities for growth.

Conclusion

This study concludes that work motivation and organizational culture are important determinants of human resource development at the Regional Development Planning Agency (BAPPEDA) of East Aceh Regency. Both variables have been proven to positively influence job satisfaction, which in turn significantly affects the development of human resources.

The findings indicate that higher levels of work motivation contribute to increased job satisfaction, as motivated employees tend to demonstrate stronger commitment, enthusiasm, and responsibility toward their work. Similarly, a positive organizational culture characterized by shared values, teamwork, and supportive leadership enhances employees' job satisfaction. Job satisfaction plays a crucial role in encouraging employees to actively engage in training, competency development, and career advancement programs.

Furthermore, this study confirms that job satisfaction functions as an intervening variable that mediates the effects of work motivation and organizational culture on human resource development. This implies that efforts to improve human resource development will be more effective when organizations not only enhance motivation and strengthen organizational culture but also prioritize employee job satisfaction.

In conclusion, the results emphasize the need for integrated human resource management strategies in public sector organizations. By fostering employee motivation, building a conducive organizational culture, and increasing job satisfaction, BAPPEDA East Aceh Regency can strengthen the quality and sustainability of its human resource development to better support organizational performance and public service delivery.

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