

The Role of Work Motivation in Mediating the Influence of Organizational Culture on Employee Performance at the National Narcotics Agency North Sumatra Province

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Abstract

Employee performance is a key factor in supporting the effectiveness of public sector organizations, including the North Sumatra Provincial National Narcotics Agency (BNN), which has a strategic role in preventing and eradicating drug abuse. A strong organizational culture is believed to be capable of shaping positive work behavior, but its influence on employee performance is often not direct and requires the role of work motivation as a mediating variable. This study aims to analyze the influence of organizational culture on employee performance with work motivation as a mediating variable at the North Sumatra Provincial BNN. This study uses a quantitative approach with a census method of all 84 employees of the North Sumatra Provincial BNN. Primary data were collected through questionnaires and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the help of SmartPLS. The results show that organizational culture has a positive and significant effect on employee performance and work motivation. Work motivation also has a positive and significant effect on employee performance. In addition, work motivation is proven to significantly mediate the effect of organizational culture on employee performance. These findings indicate that strengthening organizational culture supported by increased work motivation can optimally improve employee performance. This study is expected to serve as a basis for consideration by the North Sumatra Provincial Narcotics Agency in formulating human resource management policies oriented towards strengthening organizational culture and work motivation.

Keywords: Organizational Culture, Work Motivation, Employee Performance

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Introduction

Employee performance is one of the crucial factors in organizational success, especially in government agencies that have strategic responsibilities in public service. The North Sumatra Provincial National Narcotics Agency (BNN), as an institution that handles the prevention and eradication of narcotics abuse, requires its employees to work professionally, efficiently, and responsibly. The complexity of the tasks at hand, such as monitoring the circulation of narcotics, law enforcement, and rehabilitation services, creates high work pressure and requires optimal employee performance.

One factor that is thought to have a significant effect on employee performance is organizational culture. Organizational culture reflects the values, norms, and beliefs shared by members of the organization, which serve as guidelines for action and interaction (Robbins & Judge, 2021). A positive organizational culture is believed to shape work behavior that is aligned with organizational goals, increase commitment, and encourage employees to excel.

In addition to organizational culture, work motivation also plays an important role. Work motivation is an internal or external drive that encourages individuals to achieve certain goals (Vo et al., 2022). Motivated employees tend to perform better because they work diligently, creatively, and are able to deal with work challenges effectively.

Previous research shows that the influence of organizational culture on employee performance is not always direct, but is often mediated by work motivation (Rivai, 2020). In other words, work motivation can be a link that strengthens the influence of organizational culture on performance. This is important to study at the North Sumatra Provincial Narcotics Agency, given that this organization has high responsibilities and a work environment that demands optimal performance.

Based on the above description, this study aims to analyze the role of work motivation as a mediating variable in the influence of organizational culture on employee performance at the North Sumatra Provincial Narcotics Agency. This study is expected to provide practical recommendations for human resource management, so that employee performance can be improved through the strengthening of organizational culture and work motivation.

Literature Review

Employee Performance

Definition of Employee Performance

According to Wibowo (2021), performance is the result of work achieved by individuals or groups in accordance with their assigned responsibilities, which is influenced by ability, competence, motivation, and work environment support.

Factors Affecting Employee Performance

- a) Competence
The abilities possessed by employees, which include knowledge, skills, and work attitudes in carrying out tasks effectively.
- b) Work Motivation
Internal and external drives that influence employees' enthusiasm, direction, and perseverance in achieving work goals.
- c) Leadership
The ability of leaders to provide direction, support, and examples that can influence the behavior and performance of subordinates.
- d) Work Environment
The physical and non-physical conditions in the workplace that can affect employee comfort, safety, and productivity.
- e) Work Discipline
The level of employee compliance with the rules, procedures, and work standards that apply within the organization.

- f) Compensation
The rewards received by employees, both financial and non-financial, that influence job satisfaction and motivation.
- g) Job Satisfaction
Employees' positive feelings toward their work, which contribute to increased commitment and performance.
- h) Organizational Culture
Values, norms, and customs that develop within an organization and influence how employees work and interact.

Employee Performance Indicators

Wibowo (2021) states that performance is measured through the following indicators:

1. Work Quantity
The amount of work that employees can complete in accordance with predetermined targets.
2. Work Quality
The level of accuracy, precision, and conformity of work results with applicable standards.
3. Timeliness
The ability of employees to complete work within the specified time frame.
4. Work Effectiveness
The level of optimal utilization of resources to achieve maximum work results.
5. Independence
The ability of employees to perform their duties without excessive dependence on others.
6. Responsibility
Employees' awareness and commitment in performing their duties and taking responsibility for their work results.

Work Motivation

Understanding Work Motivation

According to Vo et al., 2022, work motivation is a drive that stems from individual needs (competence, autonomy, social relations) that encourages productive and effective individual work behavior.

Indicators of Work Motivation

Indicators of work motivation according to Vo et al., 2022 are as follows:

- 1) Competence
Refers to an individual's ability to perform tasks well and feel capable of mastering their work. In this study, competence is measured through "highest level of education achieved" as a proxy.
- 2) Autonomy
Refers to an individual's freedom and control over how they perform their work — that is, the ability to make their own decisions and have choices in their work.
- 3) Social connectedness
Referring to the individual's need to feel connected, accepted, and have positive relationships with others in the work environment — for example, feeling that they belong to a group, are supported by coworkers, and have a sense of social belonging.

Organizational Culture

Definition of Organizational Culture

According to the National Institute for Health and Care Excellence (2023), organizational culture is understood as a set of shared beliefs and expectations among members of an organization, which shape shared norms, values, and perspectives.

Indicators of Organizational Culture

According to the National Institute for Health and Care Excellence (2023), indicators of organizational culture are:

- 1) Organizational commitment
Top leadership prioritizes employee health and well-being as a strategic priority; links well-being to productivity; all managers are committed and serve as role models
- 2) Participation and trust
Employees feel accepted, trusted, and involved in two-way communication; line managers provide space for employee input.
- 3) Line manager leadership style
Line managers are open, approachable, encourage new ideas, take preventive action on welfare issues; this influences the culture
- 4) Physical work environment and supportive procedures
Policies and procedures are in place to ensure employees have access to facilities, reasonable working hours, regular breaks, and a safe and well-maintained environment.

Conceptual Framework

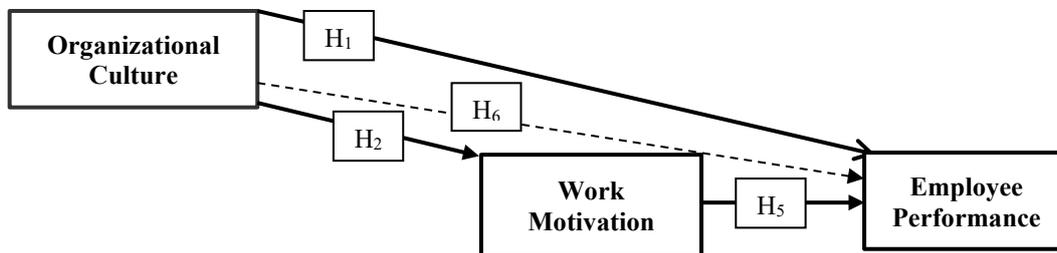


Figure 1. Conceptual Framework

Research Hypothesis

- H₁: Organizational culture has a positive and significant effect on employee performance at the North Sumatra Provincial National Narcotics Agency .
- H₂ Organizational culture has a positive and significant effect on work motivation at the North Sumatra Provincial National Narcotics Agency.
- H₃: Work motivation has a positive and significant effect on employee performance at the North Sumatra Provincial National Narcotics Agency.
- H₄ : Organizational culture has a positive and significant effect on employee performance through work motivation at the North Sumatra Provincial National Narcotics Agency.

Research Methodology

Type of Research

The type of research used by the researcher is quantitative research. According to Sugiyono (2022), quantitative research can be defined as a method based on positivism philosophy, used to study a specific population or sample, with sampling techniques generally conducted randomly, data collection using research instruments, and quantitative/statistical data analysis with the aim of testing predetermined hypotheses. This type of quantitative research was conducted to create a study aimed at adjusting a study and analyzing organizational culture and appreciation of organizational commitment with work motivation as a mediating variable at the North Sumatra Provincial National Narcotics Agency.

Research Location and Time

The research location was at the North Sumatra Provincial National Narcotics Agency, located at Jl. Balai Pom No.1 Blok A, Medan Estate, Percut Sei Tuan, Deli Serdang Regency, North Sumatra. The research was conducted over a period of 3 months, from October to December 2025.

Population and Sample

The population and sample in this study were all permanent employees at the North Sumatra Provincial National Narcotics Agency. The number of employees at the North Sumatra Provincial National Narcotics Agency was 84, with details as follows: 53 civil servants, 8 PPPK employees, and 23 honorary employees. In this study, the sample consisted of all 84 employees.

Research Data Sources

The data source used in this study is primary data.

RESULTS AND DISCUSSION

Outer Model Analysis

The *Outer Model Analysis* using *the PLS Algorithm* yielded the following results:

Validity Test

Table 1. Outer Loadings Values

	Employee Performance	Organizational Culture	Work Motivation
X1.1		0.765	
X1.2		0.827	
X1.3		0.717	
X1.4		0.777	
Y.1	0.731		
Y.2	0.716		
Y.3	0.649		
Y.4	0.833		
Y.5	0.636		
Y.6	0.724		
Y.7	0.852		
Z.1			0.889
Z.2			0.845
Z.3			0.847

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, which show the results of outer model testing through loading factor/outer loadings values, all indicators in each variable have a loading value ≥ 0.70 . This indicates that each indicator is measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the validity criteria, as shown in the following figure.

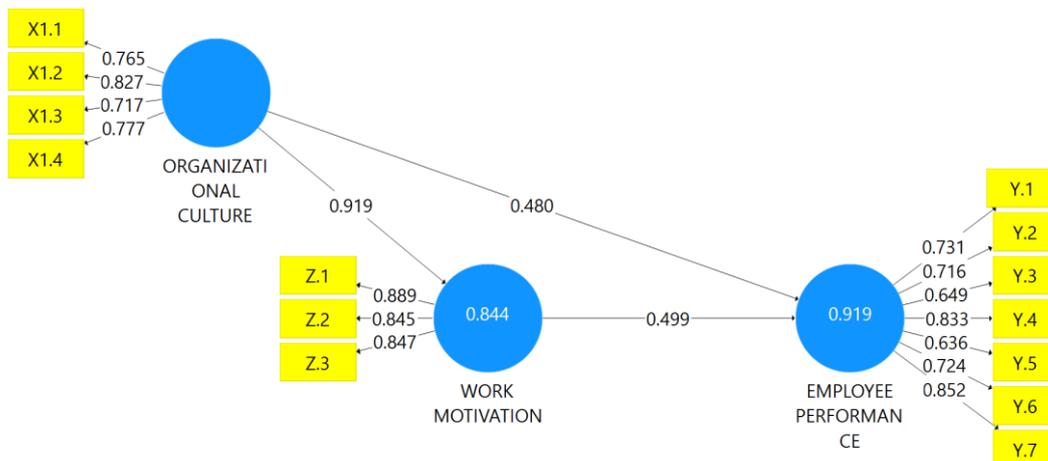


Figure 2. Outer Loading

Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0.858	0.868	0.893	0.545
Organizational Culture	0.774	0.781	0.855	0.596
Work Motivation	0.825	0.826	0.896	0.741

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70. This indicates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Thus, the research instrument is declared reliable and suitable for use in structural model testing.

Coefficient of Determination (R²)

In assessing the model with PLS, we begin by looking at the R-square for each dependent latent variable. The table below shows the Rsquare estimation results using SmartPLS.

Table 3. R Square Results

	R Square	Adjusted R-Square
Work Motivation	0.844	0.842
Employee Performance	0.919	0.917

Source: Smart PLS, 2025

Table 3 shows the R square values for both dependent variables. For the work motivation variable, the R square value is 0.844, meaning that the influence of organizational culture is 0.844 or 84.4%, with the remainder attributable to other variables outside the model. The R-square value for employee performance is 0.919, meaning that organizational culture and work motivation account for 0.919 or 91.9%, with the remainder attributable to other variables outside the model.

Structural Model Testing (Inner Model)

Hypothesis Testing

Direct Influence Between Variables

The direct effect between variables can be seen in the *path coefficients*. The data analysis results show the direct effect values in the following table.

Table 4. Path Coefficients (Direct Effects)

	Original Sample	T Statistics	P Values	Conclusion
Organizational Culture -> Employee Performance	0.480	5.758	0.000	Accepted
Organizational Culture -> Work Motivation	0.919	36,215	0	Accepted
Work Motivation -> Employee Performance	0.499	5,855	0	Accepted

Source: Smart PLS Output, 2025

Table 4 shows the following direct effect values:

1. Organizational culture has a positive and significant effect on employee performance with a t-statistic value of 5.758 above 1.96 and a significance of 0.000 below 0.05, meaning that organizational culture has a real effect on employee performance because the significance value is above 0.05 . The results of this study are in line with previous research findings, namely that organizational culture has a positive and significant effect on employee performance (Afif & Ferine, 2024).
2. Organizational culture has a positive and significant effect on work motivation with a t-statistic value of 36.215 above 1.96 and a significance of 0.000 below 0.05, meaning that

organizational culture has a significant effect on work motivation because the significance value is below 0.05. The results of this study are in line with previous studies, namely that organizational culture has a positive and significant effect on work motivation (Fajrin & Mesra, 2024).

3. Work motivation has a positive and significant effect on employee performance with a t-statistic value of 5.855 above 1.96 and a significance of 0.000 below 0.05, meaning that work motivation has a real effect on employee performance because the significance value is below 0.05. The results of this study are in line with previous studies, namely that work motivation has a positive and significant effect on employee performance (Handoko et al., 2023; Rahayu, 2024).

Indirect Influence Between Variables

The indirect effect between variables can be seen in the *specific indirect effects* value. The data analysis results show the indirect effect value in Table 5 below.

Table 5. Specific Indirect Effects (Indirect Effects)

	Original Sample	T Statistics	P Values	Conclusion
Organizational Culture -> Work Motivation -> Employee Performance	0.459	5.980	0.000	Accepted

Source: Smart PLS, 2025

Table 5 shows the indirect influence between variables, namely: organizational culture has a positive and significant effect on employee performance through work motivation with a t-statistic value of 5.980 above 1.96 and a significance value of 0.000 below 0.05, meaning that work motivation acts as an intervening variable between organizational culture and employee performance.

Conclusion

1. Organizational culture has a positive and significant effect on employee performance at the North Sumatra Provincial National Narcotics Agency.
2. Organizational culture has a positive and significant effect on work motivation at the North Sumatra Provincial National Narcotics Agency.
3. Work motivation has a positive and significant effect on employee performance at the North Sumatra Provincial National Narcotics Agency.
4. Organizational culture has a positive and significant effect on employee performance through work motivation at the North Sumatra Provincial National Narcotics Agency.

Recommendations

1. Employee performance with the lowest score was "I am able to complete tasks independently and show initiative at work." Therefore, the recommendation is that the North Sumatra Provincial National Narcotics Agency should encourage employee independence and initiative by giving them trust, clear delegation of authority, and a performance-based reward system so that work motivation and employee performance can be optimized.
2. Work motivation with the lowest value statement: "I am motivated because I am given the freedom to manage how I complete my work." The North Sumatra Provincial National Narcotics Agency is advised to implement a leadership style that provides targeted work autonomy, accompanied by proportional supervision, in order to increase employee motivation and performance.
3. Organizational culture with the lowest value statement: "The leadership style of immediate superiors supports positive values within the organization." The North Sumatra Provincial National Narcotics Agency is advised that leaders continue to uphold and exemplify

positive values within the organization through consistent, communicative, and supportive leadership, thereby strengthening the organizational culture and motivating employees to behave in accordance with these values.

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