Leveraging Organizational Culture to Enhance Employees' Innovative Performance: Empirical Evidence from the Directorate General of State Assets in Indonesia Mediated by Job Satisfaction

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ABSTRACT

This study examines the influence of organizational culture (OC) on the innovative performance (IP) of public-sector employees, with job satisfaction (JS) serving as a mediating variable, specifically within the Directorate General of State Assets in Indonesia. The research aims to analyze how organizational culture shapes innovative performance and to assess the extent to which job satisfaction strengthens this relationship. Using a quantitative approach with a descriptive survey, data were collected from 361 employees through questionnaires measuring OC, JS, and IP, and analyzed using SMARTPLS4 for model and hypothesis testing. The findings reveal that job satisfaction successfully mediates the relationship between organizational culture and innovative performance, indicating that a positive organizational culture enhances innovation primarily through increased job satisfaction, while the direct effect of culture on innovation is not significant. These results highlight the unique contribution of the study, namely the crucial mediating role of job satisfaction in driving innovation through organizational culture. The study recommends that organizations strengthen positive cultural practices to improve job satisfaction and, consequently, employee innovation. Future research is encouraged to expand the analysis to other government institutions to provide a broader understanding of how culture influences public-sector innovation.

Keywords: Organizational Culture, DJKN, Job Satisfaction, Innovative Performance

INTRODUCTION

Organizational culture shapes employee behaviors, attitudes, and performance outcomes, especially in driving innovation. In today's competitive environment, encouraging innovation is crucial for managerial success (Schein, 2010). A positive organizational culture can create an environment that supports the creativity, collaboration, and risk-taking necessary to innovate (Amabile, 1996). Previous research has shown that organizations with cultures that support innovation tend to perform better, as employees feel empowered to develop new ideas (Cameron, K.S., & Quinn, 2006).

This study examines how organizational culture influences employees' innovative performance at the Directorate General of State Assets (DJKN) in Indonesia, a government institution responsible for managing state assets. This research focuses on job satisfaction as a mediator by exploring how a positive organizational culture can improve job satisfaction and, ultimately, employee innovative behavior. Based on theories of organizational culture that have been proven to be effective in various contexts (Denison, 1990), this study aims to provide

empirical evidence that can assist government institutions in encouraging innovation and improving organizational efficiency.

One of the main arguments supporting the importance of this research is the positive impact that organizational culture can have on innovation. A strong organizational culture encourages collaboration, creativity, and risk-taking among employees, which are very important factors in driving innovation and illustrate how the values and rites in the company culture can influence innovative behavior and employee engagement. rates (Deal, T. E. & Kennedy, 1982). This is in line with findings that suggest that a culture that supports innovation will influence the performance of individuals and teams in producing creative solutions that fit the organization's goals (Hogan, S. J., & Coote, 2014).

In addition, when employees feel high job satisfaction, they are more likely to be motivated and committed to their work, which in turn increases innovative performance (Herzberg. et.al., 1966). Harter 's research, (2002) also shows that the relationship between job satisfaction and employee engagement significantly influences business results, including in the context of innovation. A supportive culture and high job satisfaction create an environment that empowers employees to deliver innovative ideas that align with the organization's goals. The research also highlights the strategic implications for public sector organizations by offering a framework for enhancing innovation through cultural and organizational change. This research uses interdisciplinary theories to explain organizational culture, job satisfaction, and innovation dynamics. Organizational Culture Theory shows that the values and norms shared within an organization can shape employee behavior, creating an environment that supports innovation (Schein, 2010).

Organizational culture measurement uses the following indicators. First, leaders encourage participation and are open to new ideas, which reflects leadership's ability to encourage staff participation and support innovation (Denison, 1990; Cameron, K.S., & Quinn, 1999; Bass, B. M., & Avolio, 1994; Yukl, 2013; Schein, 2010). Second, employees support each other and a culture of teamwork is upheld, which illustrates the value of collaboration in organizations and the importance of cooperation and harmonious relationships between members K.S., & Quinn, 1999; Senge, 1990; Tuckman, 1965; Schein, 2010). Third, employees understand the organization's vision and use the organization's goals as a guide in work, as a form of commitment to a shared vision that becomes the direction and foundation for all organizational activities (Denison, 1990; Cameron & Quinn, 1999; Bartlett, C. A., & Ghoshal, 1995; Collins, J. C., & Porras, 1994). Job Satisfaction Theory, specifically Herzberg's Two-Factor Theory, emphasizes the importance of satisfaction in motivating employees and improving performance.

Measurement of job satisfaction refers to several key indicators based on theory (Locke, 1976;Kinicki, A., & Fugate, 2018;Hackman, J. R., & Oldham, 1976, Herzberg & et.al., 1966, and Maslow, 1943). First, satisfaction with the job includes a sense of meaning and challenge, comfort with the type of task given, and the ability to complete the task well. Second, recognition and appreciation include praising for work, appreciation for contributions, and constructive positive feedback. Third, relationships with colleagues and superiors are characterized by harmonious relationships in the team, open communication with superiors, and a sense of acceptance and respect in the work environment.

Innovation Diffusion Theory, on the other hand, explains how new ideas and practices are adopted in organizations, and a strong culture can accelerate this process.(Rogers, 2003). The organization's innovation measurement can be seen from three leading indicators. First, new idea planning, which includes the ability to identify problems that require new solutions and formulate initial ideas for work process improvements (Gaynor, 2002; West, M. A., & Farr, 1990; Janssen, 2000;Amabile, 1988). Second, the creation of new ideas, which includes generating creative ideas to improve the quality of services and developing new approaches in task completion (Kleysen, R. F., & Street, 2001; West, M. A., & Farr, 1990; Scott, S. G., & Bruce, 1994; Amabile, 1988). Third, the application of ideas or innovations, which is related to realizing ideas into tangible actions and implementing innovations that have an impact on the efficiency or quality of work (Gaynor, 2002; Kleysen & Street, 2001; Janssen, 2000; Crossan, M., & Apaydin, 2010).

DEVELOPMENT HYPOTHESIS AND CONCEPTUAL FRAMEWORK

Organizational Culture (OC) on Innovative Performance (IP)

A strong and supportive organizational culture fosters creativity, collaboration, and an open environment that encourages employees to engage in innovative behaviors (Schein, 2010). This culture enables employees to align with the organization's goals and enhance their innovative output. A strong and supportive organizational culture fosters creativity, collaboration, and creates an environment that encourages innovation (Schein, 2010). This culture helps employees to align with the organization's goals, improving their innovative outcomes. Some studies support this. Davy.et.al., (2024) who examines organizational culture in elderly care to support innovation, and (Büschgens.et.al., 2013) who highlights the relationship between organizational culture and innovation in various

industries. Sena.et.al., (2024) reviews the culture of innovation in the public sector, while Vries.et.al., (2015) suggests a research agenda related to the factors influencing innovation in the public sector. Wynen et al. (2014) found that managerial autonomy and outcome control positively influence the culture of innovation in the public sector. Christopher Arz, (2017) examines the mechanisms that support corporate entrepreneurship and the role of culture in fostering innovation. These studies show the importance of organizational culture in increasing innovation in various sectors, including the public sector, which state that OC influences IP, H1: OC affects IP.

Organizational Culture (OC) on Job Satisfaction (JS)

A positive organizational culture that promotes trust, fairness, and values employees' contributions will likely increase job satisfaction K.S., & Quinn, 2006). When employees feel supported and valued within an organization's culture, their job satisfaction improves, boosting their engagement and commitment. Research consistently shows that organizational culture influences job satisfaction significantly. A culture fostering open communication, recognition, and employee empowerment increases satisfaction (Sadikin et al., 2025; Alehegn, 2023). For instance, organizations with strong, positive cultures demonstrate employees who report higher work motivation, loyalty, and productivity, as job satisfaction encourages them to commit fully to their roles (Rahmatia & Nurdin, 2023). Moreover, job satisfaction is an important mediator that transforms a healthy organizational culture into positive work outcomes such as reduced turnover, enhanced teamwork, and innovation (Aggarwal, 2024). Thus, nurturing a culture that values employees and promotes fairness improves satisfaction and contributes to the organization's overall performance and success. This states that OC influences JS, and H2: OC affects IP.

Job Satisfaction (JS) on Innovative Performance (IP)

Job satisfaction is crucial in motivating employees to perform at their best. Satisfied employees are likelier to be creative and engaged, which translates to higher innovative performance (Herzberg, 1966; Harter, Schmidt, & Hayes, 2002). Satisfied employees are more willing to contribute to organizational innovation as they feel more connected to their goals. Several recent empirical studies support this relationship. For example, Astuti (2019) found that creativity and innovative behavior positively influence employee performance, with job satisfaction as a mediating variable in the hotel industry. Ernanto (2023) reported that innovative behavior significantly enhances job satisfaction, likely due to recognition and rewards that increase employee contentment. Meilawati (2023) showed that job satisfaction positively and significantly affects innovative behavior among teachers, mediated by self-efficacy. Additionally, research by Safari et al.,(2024) demonstrated that job satisfaction significantly mediates innovative work behavior and employee performance. Together, these studies underscore the critical role of job satisfaction in enhancing innovative performance and suggest that organizations should foster job satisfaction to promote a culture of innovation, which states that JS influences IP, H3: JS affects IP.

Organizational Culture (OC) on Innovative Performance (IP) Mediated by Job Satisfaction (JS)

While OC directly influences IP, it also indirectly affects IP through JS. A positive organizational culture enhances job satisfaction, motivating employees to demonstrate higher innovative performance. Job satisfaction is a mediator, explaining how culture translates into innovation (Amabile, 1997). Recent studies support this mediation effect. PUTRA et al., (2024) found that organizational culture positively impacts both job satisfaction and employee performance, with job satisfaction partially mediating this relationship. Trisninawati et al. (2025) also highlighted that job satisfaction plays a key mediating role between organizational culture and employee productivity. Sarmawa et al., (2022) identified innovative work behavior as a mediator between organizational culture and employee performance, confirming the indirect path via job satisfaction. Additionally, PUTRA et al.,(2024) emphasized the mediating role of job satisfaction in linking organizational culture and leadership to employee performance outcomes. These findings underscore that while organizational culture sets the foundation, job satisfaction is crucial to translating cultural values into innovative, high-performance work. This states that OC influences IP by mediating JS. H4: OC affects IP and mediates JS.

Based on the conceptual and hypothesis framework, the model is illustrated in Figure 1.
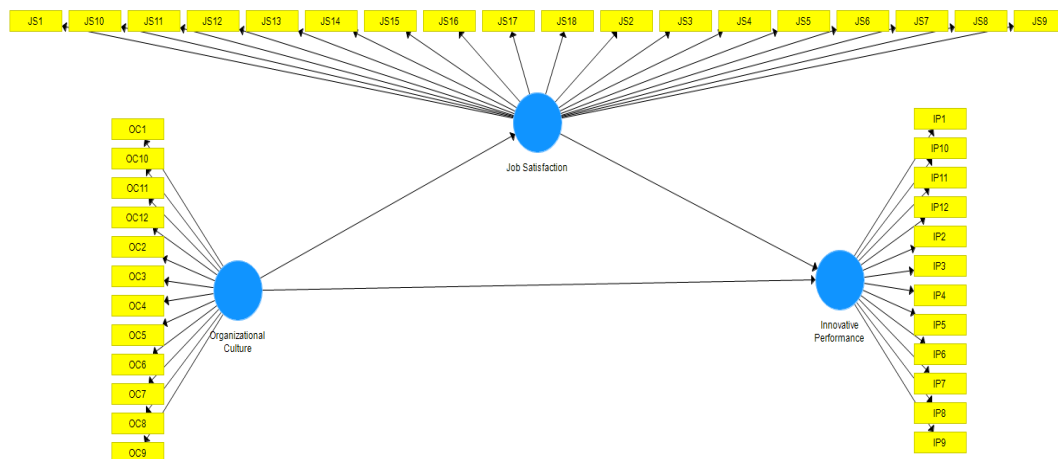
Figure 1: Research Model
(*Source:* SmartPLS output processed data, 2025)

METHODOLOGY

This type of research is descriptive quantitative research that is empirical in nature. This study aims to analyze and test the relationship between organizational culture (OC), job satisfaction (JS), and innovative employee performance (IP) in the context of the Directorate General of State Assets (DJKN) in Indonesia. This study uses a causal approach by examining how organizational culture affects employees' innovative performance through job satisfaction mediation.

The analysis method used in this study is Structural Equation *Modeling Partial Least Squares* (SEMPLS), which allows us to test the relationship between these variables and provide an idea of organizational culture's direct and indirect influence on innovative performance through job satisfaction.

The sample of this study consisted of 361 employees who worked at DJKN. The sampling technique used is *simple random sampling*, where every employee at DJKN has the same opportunity to be selected as a respondent. This technique ensures that the samples taken can fairly represent the population and the research results can be generalized with high validity. Data was collected through a questionnaire filled out by all employees at DJKN, not just structural officials. This research aims to provide empirical evidence on the importance of organizational culture in encouraging employee innovation in the public sector.

Research Results

Based on Table 1, most respondents are male, have a working period of between 20 and 30 years, and have a S1 education. They were mostly between 30 and 49, with a few young or older respondents. This profile provides an overview of the dominant groups in the study sample.

Table 1: Demographic Profile of Respondents

		Frequency	Percentage
Gender	Woman	101	28
	Man	260	72
Length of Service/	1-9 Years	60	16,63
	10-19 Years	102	28,25
	20-30 Years	199	55,12
Final Education	High/Vocational School	6	1.66
	D3	25	6.92
	S1	200	55.40
	S2	127	35.18
	S3	3	0.83
Types of Finishes	20-29	32	8.86
	30-39	108	29.92
	40-49	136	37.67
	50-60	85	23.55

(*Source*: 2025 Data Processing Results)

Uji Validitas dan Reliabilitas

The Indicators are considered valid if they have a recommended standard loading value of more than 0.5-0.6 (Hair, J. F., 1998). The OC variable has twelve indicators with loading factor values all above 0.6.IP variables have 12 indicators with loading factor values all above 0.6. JS variables have 18 indicators, with the loading factor values all above 0.6. Further testing of the measurement model, i.e., composite reliability, is seen from Cronbach's Alpha and Composite Reliability values. The Composite Reliability Value is> 0.7, and the research AVE value is> 0.5, so all constructs in the above variables have reliability values that can be said to be reliable.

Table 2 shows the reliability test results, which showed a satisfactory number, namely, the value of all variables above the threshold of 0.70. This shows that the instruments used are high in consistency and stability. Thus, it can be concluded that all the constructs of this research have become fit measuring tools and have good reliability.

Table 2: Reliability Test Results

Variabel	Cronbach's Alpha	Composite Reliability	Limit	Result
Organizational Culture	0.963	0.968	0,7	Reliabel
Job Satisfaction	0.965	0.968	0,7	Reliabel
Innovative Performance	0.964	0.967	0,7	Reliabel

(Source: SmartPLS output processed data, 2025)

Table 3, the results of the AVE test show that all variables have an AVE value above 0.5, which means that they have a good validity construct. Then, to observe the inner model, we look at the extent of the direct influence of exogenous latent constructs (OC, JS, and IP) on endogenous variables. This test was carried out by measuring the R^2 value and the influence test between variables (hypothesis testing), with the results of the structural model.

Table 3: Results of the Average Variance Extracted (AVE) Test

Variable	AVE Value	AVE Value Limit	Results
Organizational Culture	0.709	0,5	Fulfilled
Job Satisfaction	0.627	0,5	Fulfilled
Innovative Performance	0.714	0,5	Fulfilled

(Source: SmartPLS output processed data, 2025)

Table 4 shows that the JS Model variable has a moderate explanatory ability, close to being strong. CO, JS, and IP are the appropriate models for the influencing factors studied, with an SRMR value of < 0.10 (0.057).

Table 4: R Square

Variable	R^2	R^2 Adjusted
Innovative Performance	0.523	0.521
Job Satisfaction	0.629	0.628

Hypothesis Testing

The hypothesis test used an alpha value of 5% and a t-statistic of 1.96. The hypothesis testing criteria are to accept Ha and reject H0 if the p-value < 0.005, while reject Ha and accept H0 if the p-value > 0.005

Table 5: Direct, Indirect, and Hypothesis Test Results

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Value	Decision
CO -> IP	0.056	0.057	0.074	0.764	0.445	Rejected
CO-> JS	0.793	0.793	0.029	27.572	0.000	Supported
JS -> IP	0.678	0.683	0.065	10.457	0.000	Supported
CO-> JS -> IP	0.538	0.542	0.057	9.371	0.000	Supported

(*Source:* 2025 Data Processing Results)

DISCUSSION

The study results in Table 5 show that the relationship between organizational culture (CO) and innovation performance (IP) is rejected. In contrast, the relationship between CO and job satisfaction (JS), JS and IP, as well as the mediation relationship between CO → JS → IP, are all supported. In general, these findings suggest that organizational culture does not always directly improve innovation performance, but has an effect by increasing employee job satisfaction. The rejection of the direct relationship between CO and IP is in line with previous research, such as that conducted by Martins, E. C., & Terblanche, (2003) which states that organizational culture affects innovation only if values, norms, and practices encourage creativity and risk-taking. Often, an organizational culture that overemphasizes stability, hierarchy, or compliance hinders innovative behavior. This explains why the direct influence of OC on IP in this study was not significant: the organizational culture may be strong, but not adaptive enough or open to change.

In contrast, the relationship between organizational culture (OC) and job satisfaction (JS) was significant and supported. These results are consistent with various studies, such as Tsai, (2011) a positive and supportive organizational culture (e.g. a culture of collaborative, participatory, and valuing individual contributions) increases job satisfaction because employees feel valued, safe, and involved in organizational processes. Another study by Belias, D., & Koustelios, (2014) also, organizational culture dimensions such as management support, collective values, and open communication are positively related to job satisfaction. Thus, a healthy organizational culture creates a conducive work atmosphere, fosters a sense of comfort, and increases employee satisfaction.

Furthermore, the relationship of JS to IP is also supported, which means that job satisfaction has an important role in improving innovation performance. These findings are in line with the results of research Grolleau.et.al., (2022) and Raziq, A., & Maulabakhsh, (2015) which showed that employees who are satisfied with their jobs tend to be more motivated, creative, and proactive in coming up with new ideas. Job satisfaction creates a positive psychological atmosphere and reinforces the desire to contribute more to the organization, including product, process or service innovation. In other words, satisfied employees tend to have the courage and intrinsic drive to make improvements and innovations in the workplace.

The most interesting result of this study is the support for the mediation relationship between OC → JS → IP, which shows that organizational culture influences innovation indirectly through job satisfaction. These results are in line with research (Alas, R., & Mousa, 2016) and (2016) (Valencia.et.al., 2016) that affirm that supportive organizational cultures (such as adhocracy or innovative cultures) encourage high job satisfaction, and in turn, such satisfaction increases employees' propensity to innovate. This means that organizational culture does not necessarily create innovation, but when it makes employees feel satisfied, comfortable, and engaged, they will be more open to change and innovation. This mediation pathway reinforces the view that psychological factors, such as job satisfaction, are important mechanisms that link organizational values to innovative performance outcomes.

Conclusion, Implications, and Limitations

This study aimed to examine the influence of organizational culture (OC) on innovation performance (IP), both directly and indirectly through job satisfaction (JS). The results indicate that the direct relationship between OC and IP is rejected. In contrast, the relationships between OC → JS, JS → IP, and the mediating effect of OC → JS → IP are supported. These findings suggest that a strong organizational culture alone does not guarantee higher innovation performance. Instead, culture enhances innovation indirectly by increasing employees' job satisfaction.

This implies that employees who perceive their organization as supportive, participative, and fair tend to experience higher satisfaction, motivating them to be creative and engage in innovative activities. Conversely, if the culture emphasizes stability, hierarchy, and rigid control, it may suppress creativity despite employees'

alignment with the organization's values. Therefore, job satisfaction is a psychological bridge connecting organizational culture and innovation outcomes.

This study has several limitations. First, its cross-sectional design limits causal interpretation, suggesting that future research should use longitudinal or experimental methods to observe changes over time. Second, self-reported data may introduce bias, so future studies should include objective or multi-source measures. Third, the findings are based on a specific context, limiting generalizability; therefore, similar studies across various industries or cultures are recommended. Lastly, future research could examine moderating factors—such as leadership style, organizational structure, or psychological empowerment—to better explain how organizational culture influences innovation through job satisfaction.

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