

The Effect of Work Stress and Work Culture on Employee Performance at PPSDM of the Ministry of Villages, Development of Disadvantaged Regions, with Job Satisfaction as a Mediating Variable

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Abstract

This study examines the effects of work stress and work culture on employee performance with job satisfaction as a mediating variable at the Center for Human Resource Development (PPSDM), Ministry of Villages, Development of Disadvantaged Regions. Using a quantitative approach, data were collected from 75 employees and analyzed with Partial Least Squares–Structural Equation Modeling (PLS-SEM). The measurement model demonstrates adequate validity and reliability. The structural model results indicate that work stress has a negative and significant effect on job satisfaction, while work culture has a positive and significant effect on job satisfaction. Work stress does not have a significant direct effect on employee performance, whereas work culture and job satisfaction have positive and significant effects on employee performance. Mediation analysis reveals that job satisfaction fully mediates the relationship between work stress and employee performance and partially mediates the relationship between work culture and employee performance. These findings highlight the importance of strengthening work culture and maintaining job satisfaction to sustain employee performance in a public sector organization undergoing organizational transformation.

Keywords: *Work Stress; Work Culture; Job Satisfaction; Employee Performance; PLS-SEM; Public Sector*

Abstrak

Studi ini meneliti pengaruh stres kerja dan budaya kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel mediasi di Pusat Pengembangan Sumber Daya Manusia (PPSDM), Kementerian Desa, dan Pembangunan Daerah Tertinggal. Dengan menggunakan pendekatan kuantitatif, data dikumpulkan dari 75 karyawan dan dianalisis dengan Partial Least Squares–Structural Equation Modeling (PLS-SEM). Model pengukuran menunjukkan validitas dan reliabilitas yang memadai. Hasil model struktural menunjukkan bahwa stres kerja memiliki pengaruh negatif dan signifikan terhadap kepuasan kerja, sedangkan budaya kerja memiliki pengaruh positif dan

signifikan terhadap kepuasan kerja. Stres kerja tidak memiliki pengaruh langsung yang signifikan terhadap kinerja karyawan, sedangkan budaya kerja dan kepuasan kerja memiliki pengaruh positif dan signifikan terhadap kinerja karyawan. Analisis mediasi mengungkapkan bahwa kepuasan kerja sepenuhnya memediasi hubungan antara stres kerja dan kinerja karyawan serta sebagian memediasi hubungan antara budaya kerja dan kinerja karyawan. Temuan ini menyoroti pentingnya penguatan budaya kerja dan pemeliharaan kepuasan kerja untuk mempertahankan kinerja karyawan di organisasi sektor publik yang sedang mengalami transformasi organisasi.

Kata kunci: *Stres Kerja; Budaya Kerja; Kepuasan Kerja; Kinerja Karyawan; PLS-SEM; Sektor Publik*

Introduction

Background

Public sector organizations are currently facing increasing pressure to improve performance, service quality, and accountability in line with the ongoing agenda of bureaucratic reform and digital transformation. Human resources play a central role in achieving these objectives, as organizational performance is largely determined by the quality, motivation, and well-being of employees (Dahlia, 2020). In this context, employee performance is not only influenced by technical competence, but also by psychological and organizational factors such as work stress, work culture, and job satisfaction.

At the Center for Training and Development of Human Resources (PPSDM) of the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration, organizational transformation toward the concept of "Village Academy 4.0" has created new demands for employees. These changes require higher adaptability, stronger collaboration, and greater performance orientation (Priyono Tjiptoherijanto, 2019). However, organizational change and increasing job demands may also generate work stress, which, if not properly managed, can negatively affect employees' attitudes and performance.

Work stress is generally understood as an adaptive response that arises when individuals face work demands that exceed their resources or capabilities, potentially leading to physical, psychological, and behavioral disturbances (Yasa, A., Suswanta, S., Rafi, M., Rahmanto, F., Setiawan, D., & Iqbal Fadhlurrohman, 2021). In organizational settings, excessive or poorly managed stress may reduce concentration, lower motivation, and ultimately impair performance. On the other hand, a certain level of stress, when managed effectively, can also function as a driving force that encourages employees to perform better. This dual nature of work stress makes it an important variable to be examined in relation to employee performance.

In addition to work stress, work culture is widely recognized as a fundamental element in shaping employee behavior and organizational

outcomes. A positive work culture, reflected in values such as discipline, responsibility, cooperation, and results orientation, can create a supportive work environment that enhances motivation and commitment. For public sector institutions undergoing bureaucratic reform, a strong and positive work culture serves as a unifying force that helps employees remain focused and motivated despite the complexity of administrative procedures and organizational changes.

Employee performance, however, is not determined solely by work stress and work culture. Job satisfaction plays a crucial psychological role in mediating the relationship between organizational conditions and individual performance (Purwanto, H., Rismawati, R., & Susanto, 2023). Job satisfaction represents an employee's evaluative and emotional response to their job, encompassing perceptions of work conditions, rewards, supervision, and interpersonal relationships. Employees who are satisfied with their jobs tend to show higher levels of commitment, motivation, and performance, whereas dissatisfaction may lead to decreased productivity and higher turnover intentions.

Previous empirical studies have reported inconsistent findings regarding the direct and indirect effects of work stress and work culture on employee performance. Some studies suggest that work stress has a significant negative effect on performance, while others indicate that its effect is indirect and operates through job satisfaction. Similarly, work culture has been found to influence performance both directly and indirectly by shaping employees' attitudes and satisfaction levels. These mixed results indicate that the relationships among work stress, work culture, job satisfaction, and employee performance have not been fully understood, particularly in the context of public sector organizations.

This study addresses this conceptual gap by examining the relationships among work stress, work culture, job satisfaction, and employee performance at PPSDM of the Ministry of Villages, Development of Disadvantaged Regions. By positioning job satisfaction as a mediating variable, this research seeks to provide a more comprehensive and context-specific understanding of how psychological and organizational factors interact to influence employee performance in a government institution undergoing bureaucratic reform and organizational transformation.

Research Questions

Based on the background and the identified research gap, this study seeks to address the following research questions:

1. Does work stress have a significant effect on job satisfaction among employees at PPSDM of the Ministry of Villages, Development of Disadvantaged Regions?

2. Does work culture have a significant effect on job satisfaction among employees at PPSDM of the Ministry of Villages, Development of Disadvantaged Regions?
3. Does work stress have a significant effect on employee performance at PPSDM of the Ministry of Villages, Development of Disadvantaged Regions?
4. Does work culture have a significant effect on employee performance at PPSDM of the Ministry of Villages, Development of Disadvantaged Regions?
5. Does job satisfaction have a significant effect on employee performance at PPSDM of the Ministry of Villages, Development of Disadvantaged Regions?
6. Does job satisfaction mediate the relationship between work stress and employee performance at PPSDM of the Ministry of Villages, Development of Disadvantaged Regions?
7. Does job satisfaction mediate the relationship between work culture and employee performance at PPSDM of the Ministry of Villages, Development of Disadvantaged Regions?

Literature Review

1. Main Theoretical Framework

This study is grounded in human resource management and organizational behavior theories that explain the relationships among work stress, work culture, job satisfaction, and employee performance. In organizational settings, employee performance is not only determined by technical competence, but also by psychological conditions and the social environment in which employees perform their tasks (Bakker, A. B., & Demerouti, 2016). Work stress represents a psychological response to job demands that exceed individual resources, while work culture reflects shared values, norms, and behavioral patterns that guide employees' actions. Job satisfaction functions as an attitudinal and affective response to one's job and is widely recognized as a key mechanism linking organizational conditions to individual performance outcomes.

From a behavioral perspective, stress is viewed as an adaptive response that arises when individuals perceive an imbalance between job demands and their ability to cope with those demands. When stressors are perceived as excessive and unmanaged, they may lead to negative emotional states, reduced motivation, and declining performance. Conversely, a supportive organizational culture can shape positive attitudes, strengthen commitment, and create a work environment that encourages employees to perform optimally. In this framework, job satisfaction plays a central mediating role, as it reflects employees' evaluations of their work experiences and translates organizational conditions into behavioral outcomes, including

performance(Bakker, A. B., Demerouti, E., & Bakker, 2007).

2. Work Stress

Work stress is commonly defined as an adaptive response experienced by individuals when facing work-related demands or pressures that potentially disrupt their physical, psychological, and behavioral well-being. In the context of work, stress emerges when job demands exceed the individual's capacity or available resources, whether in terms of time, skills, or emotional energy(Hofstede, G., Hofstede, G. J., & Minkov, 2010). Such conditions may lead to fatigue, tension, role conflict, and emotional exhaustion, which in turn can affect employees' attitudes toward their jobs.

The phenomenon of work stress is multidimensional and complex, involving dynamic interactions between individuals and their work environment. Physiological and psychological reactions to stressors may arise when employees are unable to effectively cope with organizational demands. Therefore, the ability to adapt and manage stress becomes an important factor in maintaining both well-being and work effectiveness. In public sector organizations undergoing change and reform, such as PPSDM, increasing demands and role adjustments may intensify stress levels and potentially influence job satisfaction and performance.

3. Work Culture

Work culture refers to a system of shared values, beliefs, norms, and behavioral patterns that are developed and upheld within an organization and that guide employees in performing their work. A strong and positive work culture is reflected in behaviors such as discipline, responsibility, cooperation, and orientation toward results(Robbins, S. P., & Judge, 2015). These values shape how employees interact with one another, how they perceive their roles, and how they respond to organizational challenges.

In organizational theory, culture is often described as the "software of the mind" that influences how individuals think, feel, and act in social and organizational contexts. Within the workplace, a well-internalized work culture creates consistency in behavior, reduces uncertainty, and fosters a supportive environment. For public institutions engaged in bureaucratic reform and digital transformation, a constructive work culture serves as a stabilizing and motivating force that can enhance employees' comfort at work, strengthen their commitment, and ultimately improve performance.

4. Job Satisfaction

Job satisfaction represents an individual's evaluative and emotional response to their job, encompassing perceptions of work conditions, rewards, supervision, and relationships with colleagues. It reflects the extent to which

employees feel content, fulfilled, and positive about their work experiences (Mangkunegara, 2017). Job satisfaction is widely recognized as a critical attitudinal variable in organizational behavior because it influences motivation, commitment, and various work-related behaviors.

Employees who experience high levels of job satisfaction tend to demonstrate stronger engagement, lower withdrawal behaviors, and better performance. Conversely, dissatisfaction may lead to reduced motivation, lower productivity, and negative attitudes toward the organization. In this sense, job satisfaction functions as an important psychological mechanism that translates organizational conditions such as levels of stress and the quality of work culture into behavioral outcomes, including employee performance.

5. Employee Performance

Employee performance refers to the level of achievement and effectiveness with which employees carry out their assigned tasks and responsibilities in accordance with organizational goals and standards (Wibowo, 2017). Performance is commonly viewed as the outcome of both individual capabilities and situational factors within the organization. In public sector organizations, employee performance is particularly important because it is closely linked to service quality, accountability, and the successful implementation of public policies.

Performance is influenced not only by skills and competencies, but also by psychological and organizational factors. Work stress may hinder employees' ability to concentrate and perform effectively, while a positive work culture can provide motivation and clear behavioral guidelines that support high performance (Haris, A., Effendi, F., & Darmayanti, 2023). Job satisfaction, in turn, reflects employees' overall evaluation of their work experience and plays a crucial role in shaping their willingness to exert effort and achieve performance targets.

Previous Studies and Research Gap

Previous empirical studies have examined the relationships among work stress, work culture, job satisfaction, and employee performance, yet their findings remain mixed and sometimes inconsistent. Several studies report that work stress has a significant negative effect on job satisfaction and performance, suggesting that excessive stress undermines employees' well-being and effectiveness at work. Other studies, however, indicate that the effect of work stress on performance is not always direct and may operate through intervening variables such as job satisfaction.

Similarly, a number of studies have shown that work culture has a positive and significant effect on job satisfaction and employee performance. A strong organizational culture is believed to create psychological comfort, enhance motivation, and encourage behaviors that support organizational goals.

Nevertheless, some empirical findings suggest that the influence of work culture on performance may also be indirect, mediated by employees' attitudes and satisfaction levels.

These inconsistent findings indicate that the relationships among work stress, work culture, job satisfaction, and employee performance have not been fully clarified, particularly in the context of public sector organizations undergoing bureaucratic reform and organizational transformation. Most existing studies have focused on private sector settings or have examined only direct effects among variables. Therefore, there is a need for research that integrates these variables into a comprehensive model and explicitly tests the mediating role of job satisfaction.

This study addresses this gap by examining the direct and indirect effects of work stress and work culture on employee performance, with job satisfaction positioned as a mediating variable, in the specific context of PPSDM of the Ministry of Villages, Development of Disadvantaged Regions. By doing so, this research aims to provide a more nuanced and context-specific understanding of how psychological and organizational factors interact to shape employee performance in a public sector institution.

Conceptual Framework and Hypotheses

Based on the theoretical framework and prior empirical findings, the following hypotheses are proposed:

1. H1: Work stress has a significant effect on job satisfaction.
2. H2: Work culture has a significant effect on job satisfaction.
3. H3: Work stress has a significant effect on employee performance.
4. H4: Work culture has a significant effect on employee performance.
5. H5: Job satisfaction has a significant effect on employee performance.
6. H6: Job satisfaction mediates the relationship between work stress and employee performance.
7. H7: Job satisfaction mediates the relationship between work culture and employee performance.

Research Methods

Research Design and Approach

This study employs a quantitative research approach with an explanatory design to examine the causal relationships among work stress, work culture, job satisfaction, and employee performance. The explanatory design is used to test hypotheses derived from theory and previous studies and to explain the direct and indirect effects among variables within a single integrated model

Population and Sample

The population of this study consists of employees at the Center for

Training and Development of Human Resources (PPSDM) of the Ministry of Villages, Development of Disadvantaged Regions. The sampling technique used is a census or saturated sampling method, in which all members of the population who meet the research criteria are included as respondents. This approach is chosen to obtain a comprehensive representation of employees and to minimize sampling bias.

Data Collection Method

Primary data are collected using a structured questionnaire distributed to employees of PPSDM. The questionnaire is designed to measure respondents' perceptions of work stress, work culture, job satisfaction, and employee performance using a Likert-scale format. The items in the questionnaire are adapted from relevant literature and adjusted to the organizational context of PPSDM to ensure content validity and clarity.

Measurement of Variables

Work stress is measured using indicators that reflect employees' perceptions of workload, time pressure, role conflict, and emotional strain experienced in the workplace. Work culture is measured through indicators related to shared values and norms, such as discipline, responsibility, cooperation, and results orientation. Job satisfaction is measured using indicators that capture employees' satisfaction with their work, supervision, rewards, and working conditions. Employee performance is measured based on indicators reflecting the quality, quantity, timeliness, and effectiveness of task accomplishment.

Data Analysis Technique

The data analysis is conducted using Structural Equation Modeling with the Partial Least Squares approach (SEM-PLS). This method is selected because it is suitable for testing complex models with multiple relationships and mediating effects and does not require strict assumptions of data normality. The analysis procedure includes evaluation of the measurement model (outer model) to assess validity and reliability, and evaluation of the structural model (inner model) to test the proposed hypotheses and examine the strength and significance of the relationships among variables.

Ethical Considerations

Participation in this study is voluntary, and respondents are informed about the purpose of the research. The confidentiality and anonymity of respondents are assured, and the data collected are used solely for academic research purposes.

Research Findings and Discussion

1. Research Findings

Sample and Data Quality

The study analyzed responses from 75 employees of PPSDM, which satisfies the minimum sample size requirement for PLS-SEM based on the 10-times rule. Prior to model estimation, the dataset was screened for missing values and outliers, and no critical issues were detected. Therefore, the data were deemed suitable for further analysis using PLS- SEM.

Measurement Model (Outer Model) Evaluation

The measurement model was assessed through convergent validity, discriminant validity, and reliability tests. Convergent validity was confirmed as all indicators exhibited outer loading values above 0.70. The Average Variance Extracted (AVE) values also exceeded the recommended threshold of 0.50 for all constructs: Work Stress (AVE = 0.610), Work Culture (AVE = 0.640), Job Satisfaction (AVE = 0.602), and Employee Performance (AVE= 0.654). These results indicate that each construct explains more than half of the variance of its indicators.

Reliability was established with Cronbach's Alpha and Composite Reliability values above 0.70 for all constructs. Specifically, Cronbach's Alpha ranged from 0.834 to 0.887, and Composite Reliability (ρ_c) ranged from 0.883 to 0.914, indicating strong internal consistency of the measurement instruments.

Structural Model (Inner Model) and Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure. At the 5% significance level, a relationship is considered significant when $t > 1.96$ and $p < 0.05$. Based on the assessment of the inner model, the results of hypothesis testing are presented as follows:

- H1: Work Stress (X1) \rightarrow Job Satisfaction (Z). The path coefficient (β) is -0.385 , with a t-statistic of 4.109 and a p-value of 0.000. Since the t-statistic exceeds 1.96 and the p-value is below 0.05, the effect of work stress on job satisfaction is statistically significant. The negative coefficient indicates that higher levels of work stress reduce job satisfaction. Therefore, H1 is accepted.
- H2: Work Culture (X2) \rightarrow Job Satisfaction (Z). The path coefficient (β) is 0.394, with a t-statistic of 4.516 and a p-value of 0.000. Because the t-statistic is greater than 1.96 and the p-value is below 0.05, this relationship is statistically significant. This result indicates that a stronger work culture increases job satisfaction. Therefore, H2 is accepted.
- H3: Work Stress (X1) \rightarrow Employee Performance (Y). The path coefficient (β) is 0.085, with a t-statistic of 0.795 and a p-value of 0.427. Since the t-statistic is lower than 1.96 and the p-value exceeds 0.05, the effect of work stress on employee performance is not statistically significant. Therefore, H3 is

rejected, indicating that work stress does not have a significant direct effect on employee performance.

- H4: Work Culture (X2) → Employee Performance (Y). The path coefficient (β) is 0.356, with a t-statistic of 2.838 and a p-value of 0.005. Because the t-statistic is greater than 1.96 and the p-value is below 0.05, this relationship is statistically significant. This finding indicates that work culture has a positive and significant effect on employee performance. Therefore, H4 is accepted.
- H5: Job Satisfaction (Z) → Employee Performance (Y). The path coefficient (β) is 0.412, with a t-statistic of 3.079 and a p-value of 0.002. Since the t-statistic exceeds 1.96 and the p-value is below 0.05, job satisfaction has a positive and significant effect on employee performance. Therefore, H5 is accepted.
- H6: Work Stress (X1) → Job Satisfaction (Z) → Employee Performance (Y). The indirect effect has a path coefficient (β) of -0.159, with a t-statistic of 2.465 and a p-value of 0.014. Because the t-statistic is greater than 1.96 and the p-value is below 0.05, the indirect effect is statistically significant. Considering that the direct effect of work stress on performance is not significant, this indicates full mediation by job satisfaction. Therefore, H6 is accepted.
- H7: Work Culture (X2) → Job Satisfaction (Z) → Employee Performance (Y). The indirect effect has a path coefficient (β) of 0.162, with a t-statistic of 2.469 and a p-value of 0.014. Since the t-statistic exceeds 1.96 and the p-value is below 0.05, the indirect effect is statistically significant. Because the direct effect of work culture on performance is also significant, this indicates partial mediation by job satisfaction. Therefore, H7 is accepted.

2. Discussion

Discussion by Hypothesis

H1 (Work stress → Job satisfaction). The significant negative effect confirms that increasing job demands and emotional strain undermine employees' positive evaluations of their work. This finding supports stress theory, which argues that unmanaged stressors reduce well-being and satisfaction.

H2 (Work culture → Job satisfaction). The significant positive effect indicates that shared values, norms, and supportive practices create psychological comfort and a conducive environment, thereby enhancing employees' job satisfaction.

H3 (Work stress → Employee performance). The non-significant direct effect suggests that employees at PPSDM are able to maintain their performance despite experiencing work stress. This can be explained by adequate ability, motivation, and organizational support that enable employees to cope with work pressure without immediate performance deterioration.

H4 (Work culture → Employee performance). The significant positive effect ($\beta = 0.356$; $t = 2.838$; $p = 0.005$) highlights the central role of organizational values such as discipline, cooperation, and results orientation in shaping work behavior and strengthening commitment to organizational goals.

H5 (Job satisfaction → Employee performance). The significant positive effect ($\beta = 0.412$; $t = 3.079$; $p = 0.002$) confirms that satisfied employees are more engaged and willing to exert greater effort, which translates into higher performance.

H6 (Mediation of job satisfaction in the work stress–performance relationship). The significant indirect effect combined with a non-significant direct effect indicates full mediation. This means that work stress influences performance only through job satisfaction; when job satisfaction is maintained, the negative impact of stress on performance can be neutralized.

H7 (Mediation of job satisfaction in the work culture–performance relationship). The significant indirect and direct effects indicate partial mediation. Work culture improves performance both directly by shaping norms and practices and indirectly by increasing job satisfaction.

Overall, these findings demonstrate that employee performance at PPSDM is shaped by the interaction between psychological factors (work stress and job satisfaction) and organizational factors (work culture). Strengthening a positive work culture and maintaining job satisfaction are therefore crucial strategies for sustaining high performance in a public sector organization undergoing bureaucratic reform and organizational transformation.

Conclusion

Based on the findings of this study, the following conclusions can be drawn:

1. Work stress has a negative and significant effect on job satisfaction among employees at PPSDM of the Ministry of Villages, Development of Disadvantaged Regions. This indicates that higher levels of perceived work stress reduce employees' job satisfaction.
2. Work culture has a positive and significant effect on job satisfaction among employees at PPSDM. This finding shows that stronger internalization of organizational values and norms increases employees' job satisfaction.
3. Work stress does not have a significant direct effect on employee performance at PPSDM. This suggests that employees are able to maintain their performance despite experiencing work stress.
4. Work culture has a positive and significant effect on employee performance at PPSDM. This means that a strong work culture reflected in discipline, cooperation, and results orientation contributes directly to higher performance.

5. Job satisfaction has a positive and significant effect on employee performance at PPSDM. Employees who are more satisfied with their jobs tend to demonstrate better performance outcomes.
6. Job satisfaction fully mediates the relationship between work stress and employee performance. This implies that work stress influences performance only through its impact on job satisfaction.
7. Job satisfaction partially mediates the relationship between work culture and employee performance. This indicates that work culture affects performance both directly and indirectly by increasing job satisfaction.

Recommendation

For Company

Based on the findings of this study, several practical recommendations can be proposed for PPSDM of the Ministry of Villages, Development of Disadvantaged Regions to improve employee performance through better management of work stress, work culture, and job satisfaction:

1. **Managing Work Stress Systematically.** Management should identify the main sources of work stress, particularly emotional exhaustion and workload pressure. Practical steps may include better workload distribution, clearer job descriptions, and the provision of psychological support or counseling services. These efforts are expected to help reduce excessive stress and prevent its negative impact on employees' job satisfaction.
2. **Strengthening Work Culture.** The organization should continue to reinforce core values such as discipline, cooperation, integrity, and results orientation. This can be achieved through leadership role modeling, internal communication, training programs, and the integration of cultural values into performance appraisal and reward systems.
3. **Enhancing Job Satisfaction.** Since job satisfaction plays a crucial mediating role, management should focus on improving factors that contribute to satisfaction, including fair compensation, transparent career development, recognition of performance, and a supportive work environment. Improving these aspects will not only increase satisfaction but also indirectly enhance employee performance.
4. **Developing Leadership Capability.** Leaders and supervisors should be equipped with adequate managerial and interpersonal skills to create a supportive climate, manage work pressure, and motivate employees. Effective leadership is essential to ensure that organizational culture is implemented consistently and that employees feel valued and supported.
5. **Continuous Monitoring and Evaluation.** PPSDM should regularly evaluate employees' levels of work stress, job satisfaction, and performance through internal surveys or performance reviews. This will allow the organization to detect potential problems early and design

timely interventions.

For Future Research

Although this study provides important insights, several limitations should be acknowledged and can serve as directions for future research:

1. **Scope and Sample.** This study was conducted in a single public sector institution with a relatively limited sample size. Future studies are encouraged to involve larger samples and different organizations, both in the public and private sectors, to improve the generalizability of the findings.
2. **Research Design.** The study employed a cross-sectional design, which limits the ability to capture changes over time. Future research could apply a longitudinal approach to better understand the dynamic relationships among work stress, work culture, job satisfaction, and performance.
3. **Additional Variables.** Future studies may incorporate other relevant variables, such as leadership style, organizational commitment, work engagement, or work-life balance, to provide a more comprehensive explanation of employee performance.
4. **Methodological Approach.** While this study used a quantitative approach with PLS- SEM, future research could combine quantitative and qualitative methods (mixed methods) to gain deeper insights into employees' perceptions and experiences.
5. **Contextual Factors.** Further research could explore the role of contextual and cultural factors specific to different types of organizations or regions, which may influence the relationships among the studied variables.

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