

Does Work Motivation Mediate the Effect of Organizational Culture and Justice on Employee Performance of the Public Works and Spatial Planning Agency?

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Abstract

This research empirically measures and analyzes the effects of organizational culture and justice on employee performance both directly and indirectly through work motivation at the work and spatial planning agency of Pidie District, Aceh Province, Indonesia. Of 173 officers, 120 were selected as the sample of the study using a proportionate stratified random sampling. Utilizing Structural Equation Modelling (SEM), the study documented that organizational culture and justice have a significant positive effect on work motivation. Besides, organizational culture and justice have an insignificant direct impact on employee performance, but their effects were found to indirectly and significantly through work motivation, indicating the full mediating effect. These findings imply that to improve employee performance, the focus must be given on enhancing work motivation based on the improvement of organizational culture and justice.

Keywords: Work motivation; Organizational culture; Organizational justice; Employee performance.

1. Introduction

The performance of an organization is primarily determined by the performance of existing employees in the organization. The better the performance of employees contribute to the betterment of overall organizational performance (Vosloban, 2012). Thus, it can be said that the performance of an organization is a reflection of the performance of employees in the organization. However, in reality, it is not easy for organizations, both private and public, to realize its objectives due to poor performance. This case is also experienced by the work and spatial planning agency of Pidie District, Aceh province, Indonesia, that provides public services in the field of public works and spatial planning related to infrastructure fulfillment needs. The agency has not been able to entirely create an integrated spatial planning system, provide sufficient road and bridge infrastructures, offer better management of water resources, and increase the role of the community in integrated public asset maintenance. The inability of the agency to achieve its set vision through several implemented mission has been very much related to the level of employee performance.

Employees are essential assets of the organization (Batool and Batool, 2012) because employees who can develop their confidence, dignity, self-esteem, and find prosperity with the organization will feel they have an organization and ultimately try to show excellent performance for the benefit of the organization. This indicates that employee performance as a fundamental foundation of good organizational performance (Abbas and Sara, 2009). In other words, employees as a critical element of the organization (Hameed and Waheed, 2011), their performance is vital for the organization. In summary, the success or failure of each organization depends on employee performance.

Previous studies have recorded that the performance of an employee in an organization is influenced by several factors, such as organizational culture, organizational justice, and work motivation. For example, Azar and Shafiqhi (2013) find that an employee's work motivation is an essential determinant of the employee's performance. An employee who has high work motivation will carry out his work with more effort so that his work will also be better. Mehmood and Norulkamar (2016), record that justice experienced by an employee in an organization determines the performance of the employee. If an employee is treated properly and fairly by the organization, then the performance produced by the employee will also be better. Furthermore, Paschal and Nizam (2016) document that culture in an organization determines employee performance. If the culture in an organization matches the values, beliefs, and desires of an employee, then the employee will work with more enthusiasm and cause an improvement in employee performance.

However, previous studies found different effects of organizational culture, organizational justice, and work motivation on the employee's performance. For example, organizational culture (Arianty, 2014), organizational

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justice (Darham *et al.*, 2015), and work motivation (Kapahang *et al.*, 2015) have found to have a significant effect on employee performance. Meanwhile, other studies found that organizational culture (Habba *et al.*, 2017), organizational justice (Nurak and Riana, 2017), and work motivation (Mughtar, 2016) have an insignificant effect on employee performance. These mixed findings of the different impacts of organizational culture, justice, and work motivation on employee performance motivate our study to re-examine this topic for the case of a public organization from the perspective of Indonesia.

Furthermore, previous studies only examined the direct influence of organizational culture (Paschal and Nizam, 2016; Thuku *et al.*, 2016) and organizational justice towards (Krishnan *et al.*, 2018; Moazzezi *et al.*, 2014) on employee performance. Similarly, research conducted by Azar and Shafighi (2013) and Shahzadi *et al.* (2014) only tested the effect of work motivation on employee performance. This study does not examine the indirect impact of work motivation on employee performance through changes in organizational culture and organizational justice, even though theoretically, this is very likely to occur. Intending to fill these existing research gaps, this study explores the effect of organizational culture and organizational justice on employee's performance indirectly through the channel of work motivation taking the case of public work and spatial planning agency of Pidie District, Aceh Province, Indonesia.

The results of this study are expected to be beneficial for the public organizations and regulators in designing proper strategies to enhance employee's performance. In addition, the results of this study are also expected to enrich the literature on strengthening employees' performance in public organizations in Indonesia.

The rest of the study is proceeded in the following manner. Section 2 provides the literature review on the relevant theories and previous studies on determinants of employee's performance. Section 3, in turn, provides the data and empirical estimated model, followed by the discussion of the findings and their implications in Section 4. Finally, Section 5 concludes the study.

2. Literature Review

2.1. Definition of Variables

Employee performance is defined as the achievement of an employee in an organization as measured by the standards and criteria set by the organization (Qadariah and Idris, 2019). Hilmi and Adam (2015), define work motivation as a driving force that creates a person's enthusiasm to work together, work effectively, and be integrated with all their efforts to achieve specific goals. Meanwhile, Mehmood and Norulkamar (2016) define organizational justice as a result of the organization's subjective perceptions of the organization of the treatment it receives from the organization compared to members of other organizations around it. Finally, Rastegar and Aghayan (2012) defines organizational culture as patterns, values, and shared beliefs that can help corporate members understand regulatory functions to create norms for behavior in organizations.

2.2. Previous Related Studies and Hypothesis Development

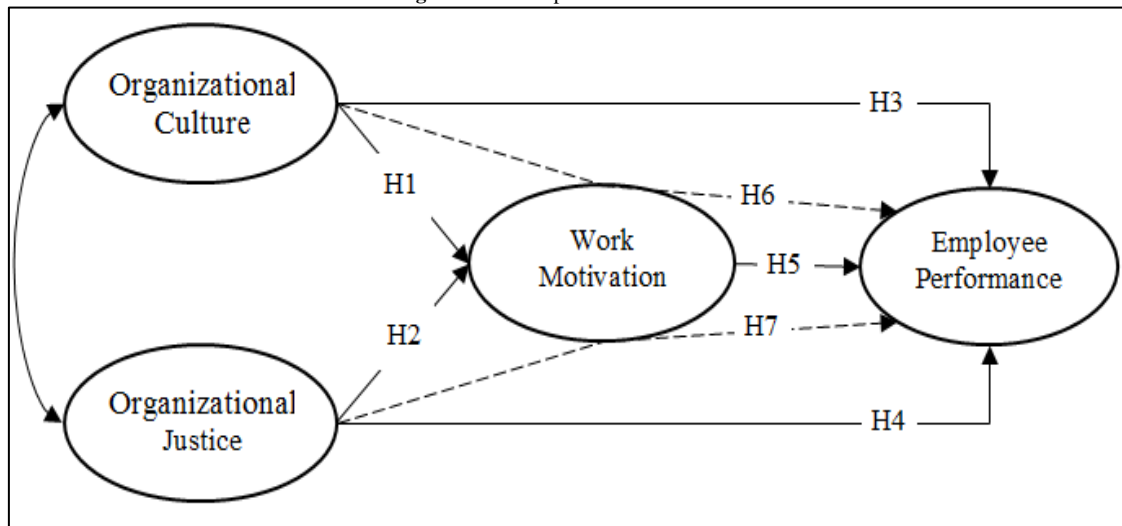
Previous studies conducted by Yusof *et al.* (2016) and Weerasinghe (2017) found that organizational culture has a positive and significant effect on work motivation. Meanwhile, in their studies, Çelik and Saritürk (2012) and Baba and Ghazali (2017) found that organizational justice has a positive and significant effect on work motivation. This empirical evidences show the importance of both organizational culture and justice on work motivation.

Other studies by Wanjiku and Agusioma (2014) and Thuku *et al.* (2016) found that organizational culture has a significant positive effect on employee performance. In a similar vein, Moazzezi *et al.* (2014) and Krishnan *et al.* (2018) found that organizational justice has a significant positive effect on employee performance. The results of studies conducted by Shahzadi *et al.* (2014) and Gachengo and Wekesa (2017) found that work motivation has a significant positive effect on employee performance. These empirical shreds of evidence show that organizational culture, justice, and work motivation are among critical determinants of employee performance.

Furthermore, Setiawan *et al.* (2014) found that organizational culture has a significant positive effect on work motivation. At the same time, work motivation is found to have a substantial impact on the employee's performance. This finding implies the probability of an indirect effect of organizational culture on employee performance through work motivation. Finally, Zapata-Phelan *et al.* (2009) found that organizational justice has a significant positive impact on work motivation and that work motivation is found to have a substantial effect on employee performance. This finding further implies the probability of the existence of an indirect effect of organizational justice on employee's performance through work motivation.

This study proposed the following research model based on the above-reviewed reviews, as illustrated in Figure 1.

Figure-1. The Proposed Research Model



Based on the proposed research model (Figure 1), the present study proposes seven hypotheses to be examined, as follows:

- H1. Organizational culture affects work motivation.
- H2. Organizational justice affects work motivation.
- H3. Organizational culture affects employee performance.
- H4. Organizational justice affects employee performance.
- H5. Work motivation affects employee performance.
- H6. Organizational culture affects employee performance through work motivation.
- H7. Organizational justice affects employee performance through work motivation.

3. Research Method

The population of this study is all 173 civil servants of the Public Works and Spatial Planning Agency, Pidie District, Aceh Province, Indonesia. Of these employees, a number of 120 employees were selected as the sample of the study using proportionate stratified random sampling. The chosen sample in our study fulfills the minimum sample size. Hair *et al.* (2014), state that a minimum sample should consist of at least a number of indicators multiplied by 5-10. Having 24 indicators (i.e., 7-indicator for employee performance, 7-indicators for organizational culture, 5-indicator for organizational justice, and 5-indicator for work motivation) for measuring investigated variables that constitute a total of 24 indicators, thus the minimum sample size required in this study is equal to 120 (24 indicators x 5). The selection of 120 employees is sufficient for empirical analysis to provide robust findings.

To gather the data, the questionnaires were distributed to the respondents and measured using a 5-point Likert scale, namely: strongly disagree, disagree, somewhat agree, agree, and strongly agree. Seven indicators respectively measure the variables of employee performance and organizational culture. The former indicators are based on the study by Luthans *et al.* (2015), while the later indicators were based on the study by Kontor (2019), proposed by used in the previous studies. Meanwhile, to measure variables of organizational justice and work motivation, five indicators are used for each variable based on the studies by Greenberg (2012) and Uhl-Bien *et al.* (2014).

To test the hypothesis, the data are analyzed using Structural Equation Modelling (SEM) techniques. SEM is a suitable approach to examine the direct and indirect effects between variables. Additionally, this technique is based on a multivariate data analysis that combines the measurement model, aiming at providing the specification of the relationship between latent variables and the indicators and structural model to provide the effect specifications between latent variables (Hair *et al.*, 2014). However, before the SEM is estimated, the tests of instruments and goodness-of-fit model will be conducted to ensure the fitness of indicators to measure variables.

Based on Figure 1, the estimated SEM equations variables could be written, as follows:

$$\text{Work Motivation} = \gamma_{11}\text{Organizational Culture} + \gamma_{12}\text{Organizational Justice} + \zeta_1 \quad (1)$$

$$\text{Employee Performance} = \gamma_{21}\text{Organizational Culture} + \gamma_{22}\text{Organizational Justice} + \beta_{21}\text{Work Motivation} + \zeta_2 \quad (2)$$

where γ_{ii} and β_{ii} are the estimated coefficients for each exogenous variable, and ζ_i is the structural error term.

The t-statistic is used to test the hypothesis of direct effects (i.e., Hypotheses 1-5), while the Sobel statistic is used to test the indirect effects (i.e., Hypotheses 6-7).

4. Findings and Discussion

4.1. Brief Overview of Public Work and Spatial Planning Agency

According to Regency Law (Qanun), No. 5 of 2016, the Public Works and Spatial Planning Office is a technical implementing unit under the Pidie Regency Government. It has the responsibility of assisting the Regional Head in carrying out authority in the field of public works and spatial planning to fulfill the infrastructure needs. The office

has a vision of "Realizing the Spatial Planning System, Transportation Infrastructure, and Water Resources towards a Prosperous Pidie Community." Several missions were set to achieve the vision, comprising the creation of spatial planning in accordance with the rules of development, improved road and bridge infrastructure, improved management of water resources for the needs of the community, and increasing community participation in maintaining integrated public Asset. In carrying out its primary duties and functions, the office formulates, coordinates government, evaluates, and implements related government affairs in the field of public works and spatial planning to support the regency government's performance.

Based on the 120 selected employees at the agency shows that 73.3% of them were male, and 26.7% were female. Based on the age of employees, it consists of employees of ≤ 30 years old (12.5%), 31-35 years old (5.8%), 36-40 years old (8.3%), 41-45 years old (15.0%), 46-50 years old (25.9%), and > 50 years old (32.5%). In terms of education level, the employees consist of high school (27.5%), Diploma III (8.3%), Bachelor (60.0%), and Master (4.2%) graduates. Meanwhile, based on the years of working, the employees consist of <5 years (11.7%), 5-9 years (10.8%), 10-14 years (15.0%), 15-19 years (8.3%), 20-24 years (30.9%), and ≥ 25 years (23.3%). Finally, in term of monthly income, the employees earn IDR 3- 3,9 million (38.3%), IDR4-4,9 million (44.2%), IDR5- 5,9 (12.5%), IDR6- 6,9 million (1.7%), and > IDR7 million (3.3%). These show that the majority of employees are male with ages of > 50 years old, have a bachelor's degree with 20-24 years of service and monthly income of IDR4-4,9 million.

4.2. Measurement Model and Structural Model

Before the estimated SEM findings are reported, the study first conducts the instrument tests of validity and reliability. The results of the instrument tests are reported in Table 1.

Table 1. Findings of Validity and Reliability Tests

OC1	<---	Organizational Culture	0.628	WM1	<---	Work Motivation	0.776
OC2	<---	Organizational Culture	0.702	WM2	<---	Work Motivation	0.834
OC3	<---	Organizational Culture	0.536	WM3	<---	Work Motivation	0.838
OC4	<---	Organizational Culture	0.681	WM4	<---	Work Motivation	0.641
OC5	<---	Organizational Culture	0.677	WM5	<---	Work Motivation	0.669
OC6	<---	Organizational Culture	0.654	EP1	<---	Employee Performance	0.777
OC7	<---	Organizational Culture	0.555	EP2	<---	Employee Performance	0.642
OJ1	<---	Organizational Justice	0.726	EP3	<---	Employee Performance	0.870
OJ2	<---	Organizational Justice	0.836	EP4	<---	Employee Performance	0.848
OJ3	<---	Organizational Justice	0.776	EP5	<---	Employee Performance	0.638
OJ4	<---	Organizational Justice	0.678	EP6	<---	Employee Performance	0.882
OJ5	<---	Organizational Justice	0.551	EP7	<---	Employee Performance	0.793
Average Variance Extracted (AVE)				Composite Reliability			
Organizational Culture			0.505	Organizational Culture			0.825
Organizational Justice			0.518	Organizational Justice			0.841
Work Motivation			0.572	Work Motivation			0.868
Employee Performance			0.615	Employee Performance			0.917

As observed from Table 1, all indicators of variables of organizational culture, organizational justice, work motivation, and employee performance have loading indicator values of greater than 0.50, thus reflecting that all indicators of each variable can represent variables latency measured. Additionally, the study finds the values of Average Variance Extracted (AVE) were 0.505 for the variable of organizational culture, 0.518 for organizational justice, 0.572 for work motivation, and 0.615 for employee performance. These show that the AVE values were higher than 0.50; thus, it is concluded that the indicators are proven to be valid and able to measure the targeted latent variables. Furthermore, the values of composite reliability for organizational culture (0.825), organizational justice (0.841), work motivation (0.868), and employee performance (0.917) were also higher than 0.70, indicating that all indicators of each latent variable used in the study were reliable for measuring these variables.

After ensuring the fulfillment of validity and reliability for each indicator to measure investigated variables, the goodness of fit indices were tested to ensure the suitability of our estimated SEM. The findings of goodness of fit indices are reported in Table 2.

Table-2. Findings of Goodness of Fit Indices

Index	Cut-off Value	Finding	Remark
X ² (Chi-Square)	Low Value	231.154	Best Fit
Significance Probability	≥ 0.05	0.375	Best Fit
GFI	≥ 0.90	0.870	Marginal Fit
AGFI	≥ 0.90	0.826	Marginal Fit
RMSEA	≤ 0.08	0.015	Best Fit
TLI	≥ 0.90	0.996	Best Fit
CFI	≥ 0.90	0.997	Best Fit

As illustrated in Table 2, the values of Chi-Square is 231.154, Significance Probability is 0.375, Goodness of Fit Index (GFI) is 0.870, Augmented Goodness of Fit Index (AGFI) is 0.826, Root Mean Square Error of Approximation (RMSEA) is 0.015, Tucker and Lewis Index (TLI) is 0.996, and Comparative Fit Index (CFI) is 0.997. Except for GFI and AGFI, the estimated values of the goodness of fit of all other indices were above their cut off values, indicating the goodness of fit of our estimated SEM. Thus, the estimated models are found to be good fit enough to determine interactions among variables based on the proposed hypotheses.

After providing the findings of the instrument and goodness of fit indices, the findings from the estimated SEM is now reported in Table 3.

4.3. Direct and Indirect Effects

Table 3 reports the findings of the direct effects of organizational culture and justice on work motivation and employee performance. It also provides the results of the direct effect of work motivation on employee performance. Finally, Table 3 also reports the indirect effects of organizational culture and justice on employee performance through work motivation.

Table-3. Findings of the Hypotheses Testing

Direct Effect		Coefficient	P-Value ^a
Work Motivation	<--- Organizational Culture	0.374 ^{***}	0.005
Work Motivation	<--- Organizational Justice	0.560 ^{***}	0.000
Employee Performance	<--- Work Motivation	0.453 ^{**}	0.035
Employee Performance	<--- Organizational Culture	0.115	0.475
Employee Performance	<--- Organizational Justice	0.147	0.432
Indirect Effect		Coefficient	P-value ^b
Employee Performance	<--- Work Motivation <--- Organizational Culture	0.169 ^{**}	0.032
Employee Performance	<--- Work Motivation <--- Organizational Justice	0.253 ^{**}	0.021

Note: ^{***} and ^{**} indicate significance at the 1% and 5% levels, respectively; and a is the p-value of t-test, while b is the p-value of the Sobel test.

As illustrated in Table 3, organizational culture positively and significantly affects work motivation with an estimated path coefficient of 0.374 at the 1% level. This shows that an increase in organizational culture by 100 points has caused a rise in work motivation by 37.4 points on the Likert scale. This result indicates that the better the organizational culture in the Public Works and Spatial Planning Agency, the level of work motivation of employees in this agency has also increased, supported Hypothesis 1. This result is in accordance with the research by Yusof *et al.* (2016) and Weerasinghe (2017), who found that organizational culture has a significant positive effect on work motivation.

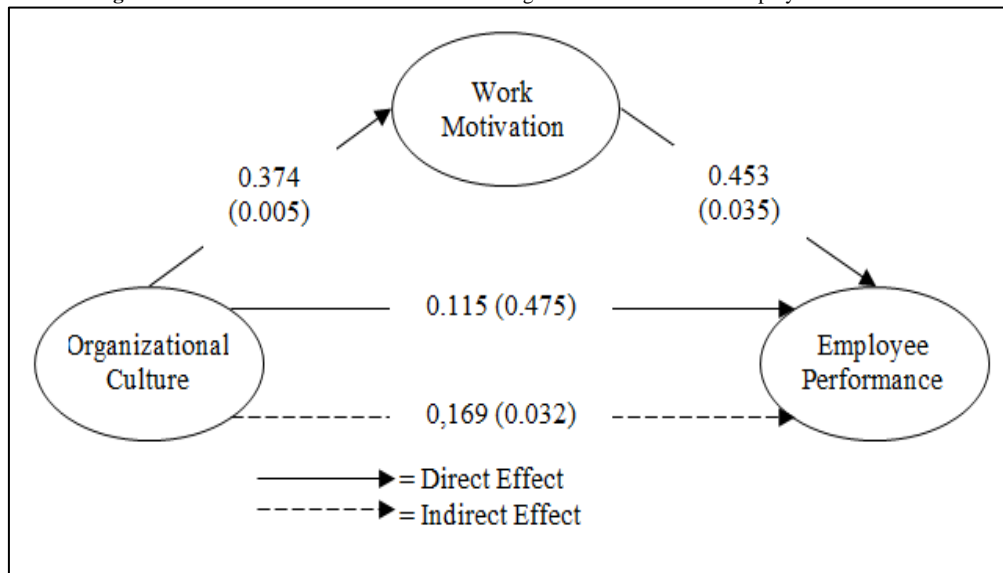
Similarly, organizational justice is found to have a significant positive effect on work motivation, with the estimated path coefficient of 0.560 at the 1% level. This finding shows that an increase in organizational justice by 100 points has contributed to the rise in work motivation by 56.0 points on the Likert scale. This result supported Hypothesis 2, which indicates that the better the organizational justice, the higher the employees' work motivation in the agency. This finding is supported by findings of previous studies conducted by Çelik and Saritürk (2012) and Baba and Ghazali (2017), who found a significant favorable influence of organizational justice on work motivation.

The study found an insignificant effect of organizational culture on employee performance, the finding against Hypothesis 3. This indicates that a change in organizational culture has no influence on employee performance. This result is in line with a previous study by Habba *et al.* (2017), who recorded an insignificant contribution of organizational culture to employee performance. Similarly, the study also found an insignificant effect of organizational justice on employee performance, the finding against Hypothesis 4. This finding shows that any change in organizational justice has no impact on employee performance. This finding is in harmony with the previous study by Nurak and Riana (2017), who documented the insignificant contribution of organizational justice to employee performance.

Furthermore, the study found that work motivation positively and significantly affects employee performance with the estimated path coefficient of 0.453 at the 5% level; the finding supported Hypothesis 5. This finding shows that an increase in work motivation by 100 points has contributed towards an improvement in employee performance by 45.3%. This result further indicates that the higher the level of work motivation possessed by the employees, the higher the level of employee performance. This empirical evidence is also in accordance with the findings of studies conducted by Shahzadi *et al.* (2014) and Gachengo and Wekesa (2017). They found a significant contribution of work motivation to the improvement of employee performance.

As for the indirect relationship, as shown in Table 3 and summarized in Figures 2 and 3, the study found significant mediating effects of work motivation on the relationship between organizational culture and organizational justice on employee performance.

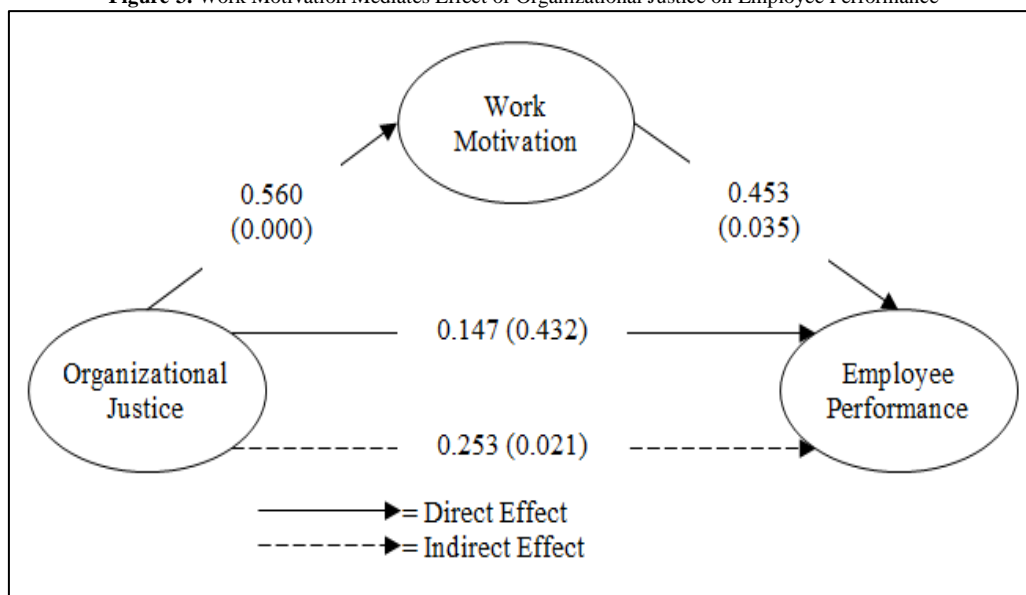
Figure-2. Work Motivation Mediates Effect of Organizational Culture on Employee Performance



Referring to Figure 2, organizational culture is found to have a significant positive effect on employee performance indirectly through work motivation with the estimated path coefficient of 0.169 at the 5% level; the findings supported the Hypothesis 6. This result shows that an increase in organizational culture by 100 points has contributed towards an improvement in employee performance by 16.9 points in the Likert scale through the enhancement of work motivation. This result is in accordance with the research conducted by Setiawan *et al.* (2014). In addition, as shown by Figure 2, based on the provisions of the mediating effect proposed by Baron and Kenny (1986) and has been developed by Zhao *et al.* (2010), it can be concluded that work motivation is found to act as a full mediation between the effect of organizational culture on employee performance. Organizational culture has an insignificant effect on employee performance directly, but its impact is indirectly through work motivation.

Finally, Figure 3 illustrates the indirect effect of work motivation on the organizational justice-employee performance relationship.

Figure-3. Work Motivation Mediates Effect of Organizational Justice on Employee Performance



The organizational justice has a significant positive effect on employee performance indirectly through work motivation with an estimated path coefficient of 0.253 at the 5% level; the findings supported Hypothesis 7. This result shows that an increase in organizational justice by 100 points has contributed towards an improvement in employee performance by 25.30 points in the Likert scale through the enhancement of work motivation. This result is in line with the research conducted by Zapata-Phelan *et al.* (2009), who found that organizational justice has a significant effect in improving employee performance indirectly through work motivation.

Referring to Figure 3, based on the provisions of the mediating effect proposed by Baron and Kenny (1986) and later developed by Zhao *et al.* (2010), it can be concluded that work motivation is found to act as a perfect mediation between the effects of organizational justice on employee performance. Although organizational justice has no significant direct impact on employee performance, its effect is significant indirectly through work motivation. Overall, these findings imply that to enhance employee performance, it should be indirectly through the improvement of work motivation by enhancing organizational culture and justice.

5. Conclusion

This study empirically measured and analyzed the effects of organizational culture and justice on employee performance both directly and indirectly through work motivation at the work and spatial planning agency of Pidie District, Aceh Province, Indonesia. Based on the Structural Equation Modelling (SEM) analysis, the study documented that organizational culture and justice have a significant positive effect on work motivation. Besides, organizational culture and justice have an insignificant direct impact on employee performance, but their effects were found to indirectly and significantly through work motivation, indicating the full mediating effect. Our findings imply that to improve employee performance, the focus must be given on enhancing work motivation based on the improvement of organizational culture and justice.

This research is the development of models from previous studies that have contributed to the academic and practical fields. For academics, this model and method can be the basis for further development of research models. For the practical implications, to enhance employee performance, the agency should design a proper management strategy focusing on improving work motivation based on the promotion of organizational culture and organizational justice.

The limitation of this research is in its scope, and the selected number of investigated determinants affecting employee performance. Further studies are suggested to include more public organizations across the provinces to be researched to provide a more comprehensive finding. In addition, considering both internal and external factors affecting work motivation and employee performance in the model of analysis would improve existing empirical results.

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