



## The Mediating Role of Job Satisfaction in the Relationship Between Employee Demographics and Employee Performance at Bengkel Soe-Hatt Auto Service Malang

Vita Melati Istyawati

Affiliation : Institut Teknologi dan Bisnis ASIA Malang, Indonesia

Correspondence E-mail : vitamelati249@gmail.com

### Abstract

**Introduction/Main Objectives:** The automotive service sector requires focused human resource management, as coordinated teamwork is essential for improving employee performance. This study examines how demographic differences among employees influence job satisfaction and how these differences ultimately affect performance in an automotive workshop setting. The topic is relevant because service industries rely heavily on the quality of their workforce, and variations in individual characteristics often lead to differences in work behavior and service quality.

**Background Problems:** Employee performance declines in several organizations have been linked to increasing job demands that require workers to meet specific qualifications. Demographic factors such as age, gender, education, and tenure often pose challenges because each factor carries distinct implications for performance. Tenure is one of the key considerations, as longer work experience generally contributes to higher skill maturity and improved work quality.

**Novelty:** The novelty of this study lies in integrating demographic variables, job satisfaction, and employee performance within an automotive workshop context an area that remains understudied despite its unique operational characteristics compared to other service sectors.

**Research Methods:** This study employs a quantitative approach with an explanatory survey design that includes all 42 employees through a saturated sampling method. The data were collected using structured questionnaires and analyzed using the PLS-SEM technique with SmartPLS version 3.2.9 to evaluate both the direct and indirect relationships among the variables.

**Finding/Results:** The findings reveal that demographic characteristics exert a notable influence on job satisfaction, and job satisfaction directly enhances employee performance. Moreover, job satisfaction functions as a partial mediator, helping to bridge the relationship between demographic factors and performance outcomes.

**Conclusion:** The study concludes that human resource management in automotive workshops should consider demographic diversity and enhance job satisfaction through supportive working conditions, fair recognition, and opportunities for career development to optimize employee performance.

---

**Keywords:** employee demographics; job satisfaction; employee performance; mediation; automotive workshop



## Introduction

In an era where business competition continues to intensify, the role of human resources has become a key element that shapes an organization's overall performance and success. Within service-based industries, including the automotive sector, employee performance plays a crucial role because service quality heavily depends on employees' skills and their interactions with customers (Robbins dkk., 2017). Soe-Hatt Auto Service Malang faces challenges in maintaining consistent employee performance amid rising customer expectations and growing competition. Employee performance is shaped not only by technical abilities but also by psychological conditions and demographic characteristics that influence work behavior and adaptability (Febriyanti & Irmawati, 2024).

Demographic attributes including age, gender, educational background, and length of service can shape employees' views of their workplace and influence the way they perform their job duties. Individual perceptions related to fairness, recognition, and rewards also influence the employee organization relationship (Blau, 2017). Variations in demographic characteristics can lead employees to experience different levels of job satisfaction. Drawing on Herzberg's Two-Factor Theory, satisfaction arises primarily from intrinsic elements such as individuals' achievements and the recognition they obtain, whereas dissatisfaction tends to stem from external factors, including company policies, supervision, and overall work environment (Herzberg, 1966; Luthans dkk., 2015). These theoretical insights imply that job satisfaction may serve as a mediating mechanism that connects demographic differences with employees' performance outcomes. In other words, demographic traits might shape how satisfied employees feel at work, which subsequently affects how well they perform.

Previous studies on this topic have produced mixed findings. Some research indicates that age and tenure significantly influence productivity, whereas education level does not always show a direct link to performance (Lakshmita dkk., 2024). Other studies find no significant effect of demographic variables on employee work outcomes (Ramadhani & Firmansyah, 2023). These inconsistencies highlight the possibility of an intervening variable such as job satisfaction mediating the relationship between demographics and performance. This mechanism is also supported by findings from (Wahjoedi, 2021), who demonstrated that job satisfaction can mediate the influence of individual characteristics on performance.

Preliminary observations at Soe-Hatt Auto Service Malang reveal visible performance differences among employees. Younger employees tend to work faster but may lack precision compared to more senior workers. Employees with higher educational backgrounds exhibit stronger analytical and communication skills when engaging with customers. These conditions are consistent with national survey results showing that although 84% of Indonesian workers report being satisfied with their jobs, around 65% still consider changing jobs in pursuit of better working conditions (PricewaterhouseCoopers, 2024). Data from the Central Bureau of Statistics (2024) also notes a 3.4% increase in labor mobility within the service sector, suggesting significant dynamics in job satisfaction, including within the automotive workshop industry (BPSI, 2024).

From a theoretical perspective, there remains a noticeable research gap because previous studies have predominantly emphasized direct relationships between variables and have rarely explored underlying psychological processes such as job satisfaction (Ramadhani & Firmansyah, 2023). In addition, much of the existing research that examines these constructs is concentrated in formal sectors such as banking, education, and manufacturing where organizational structures and work dynamics differ significantly from those found in servicebased automotive environments (Wahjoedi, 2021). Given the scarcity of studies in

automotive service contexts, this research aims to bridge that gap by investigating how job satisfaction functions as a mediating factor in the link between employee demographic characteristics and their performance within the automotive service industry.

Practically, this research holds strategic value for Soe-Hatt Auto Service Malang. Understanding how demographic characteristics influence job satisfaction and performance can guide management in developing recruitment strategies, training programs, and career development initiatives (Ratri & Wahjudono, 2021). Additionally, this research adds value to the broader human resource management literature by providing insights into how demographic factors shape work behavior within technical service environments.

## Research Methods

This study employs a quantitative approach with an explanatory survey design to analyze the causal interplay between employee demographic characteristics, job satisfaction, and employee performance at Soe-Hatt Auto Service Malang. The use of quantitative methods allows the researcher to portray social conditions in an objective manner through numerical indicators, while also providing a structured way to test predetermined hypotheses using appropriate statistical tools (Hair, 2014). As an explanatory investigation, the study aims not only to identify direct effects among the variables but also to uncover how indirect influences operate within the model, offering a deeper understanding of the relationships examined (Ghozali & All, 2023).

The population consists of all 42 permanent employees of the workshop. Given the small population size and its suitability for PLS-SEM analysis, the study uses a census sampling technique, in which every individual within the population is taken part as a respondent (Sugiyono, 2022). Primary data were obtained through questionnaires distributed directly to employees, while secondary data were sourced from internal company documents, performance reports, academic literature, and publications from BPS and PwC.

The research instrument was formulated using indicators that were adapted from earlier scholarly works (Setyowati dkk., 2021; Ramadhani & Firmansyah, 2023). All statements were assessed through a five-point Likert scale, with values spanning from 1 (strongly disagree) to 5 (strongly agree). A preliminary test was carried out with the participation of five respondents to assess item clarity and ensure the instrument's content validity. The independent variable examined in this research is employee demographics, which include age, gender, education level, and tenure. Job satisfaction serves as the mediating variable and is measured based on Herzberg's Two-Factor Theory, consisting of intrinsic factors (achievement, recognition, responsibility) and extrinsic factors (organizational policies, working environment, interpersonal relations) (Herzberg, 1966; Luthans dkk., 2015). The dependent variable, employee performance, is measured through indicators of productivity, punctuality, responsibility, and teamwork (Mangkunegara, 2011; Sari dkk., 2023).

The data analysis was carried out using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach with the assistance of SmartPLS version 3.2.9. This analytical technique was selected because it is particularly effective for research that uses relatively small samples, deals with data that may not follow a normal distribution, and includes models with mediating variables. PLS-SEM is widely acknowledged for its ability to evaluate complex interactions among latent constructs and for its flexibility when handling multifaceted structural models (Hair, 2014). Its methodological advantages make it a suitable choice for accurately examining the relationships proposed in this study.

The analytical procedure consisted of two main stages, beginning with the assessment of the measurement model (outer model) and followed by the examination of the structural model (inner model). In the first stage, convergent validity was evaluated by reviewing the loading factor values, which were expected to meet or exceed 0.70, as well as the Average Variance Extracted (AVE), which needed to surpass the minimum threshold of 0.50. Discriminant validity was tested using both the Fornell - Larcker criterion and the HTMT ratio, with acceptable values remaining at or below 0.90 (Henseler dkk., 2015). Furthermore, the reliability of each construct was confirmed by analyzing Composite Reliability and Cronbach's Alpha, both of which were required to be greater than 0.70 in accordance with established guidelines (Hair, 2014). These combined steps ensured that the measurement and structural models were thoroughly validated before proceeding to the interpretation of results.

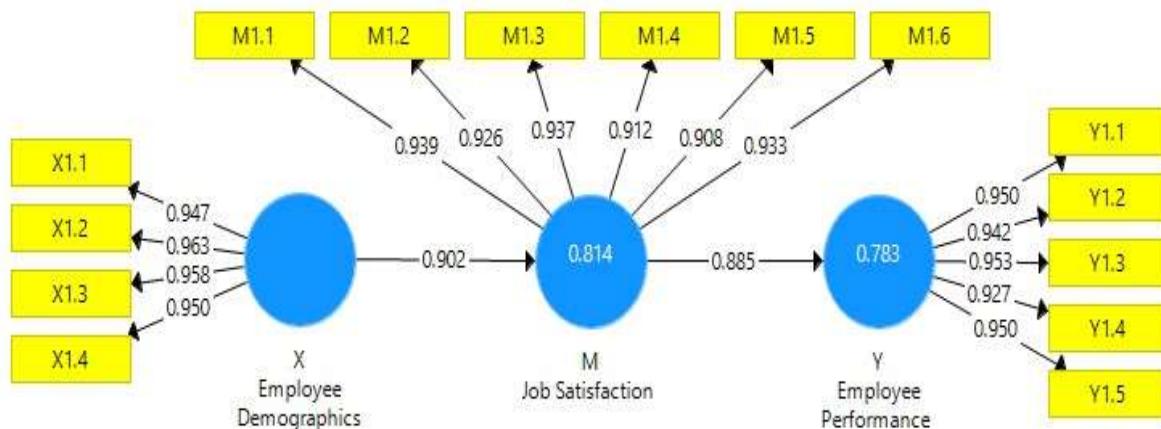
The evaluation of the inner model was carried out by examining several key statistical indicators, including the Variance Inflation Factor (VIF), the coefficient of determination ( $R^2$ ), and predictive relevance ( $Q^2$ ). In addition, hypothesis testing was conducted through a bootstrapping procedure using 5,000 resamples to ensure the stability and robustness of the estimates. A relationship between variables was deemed statistically significant when the resulting t-statistic exceeded 1.96 at the 5% significance level, referring to the criteria outlined by (Cohen, 2013). The assessment of mediation effects was performed by analyzing the indirect pathways. Mediation was classified as full when only the indirect effect appeared significant, whereas partial mediation was identified when both the direct and indirect effects showed statistically meaningful results, as suggested by (Hair, 2014).

The evaluation of the model's overall fit was performed using the Standardized Root Mean Square Residual (SRMR), which was required to remain at or below the 0.08 threshold, alongside the Normed Fit Index (NFI) as recommended by (Fan dkk., 1999). In addition to statistical validation, the research adhered to established ethical standards, ensuring that all participants were involved voluntarily and fully informed through a clear consent process. Their personal information was kept confidential, and all collected data were strictly utilized for academic and research-related purposes only. With this methodological framework, the study strives to generate findings that are valid, reliable, and sufficiently comprehensive, particularly in explaining the role of job satisfaction as an intervening factor linking employee demographic attributes to their overall performance.

## Result

This section outlines the analytical results of the study, with special emphasis on examining the relationships among Employee Demographics (X), Job Satisfaction (M), and Employee Performance (Y). The analysis was carried out using the PLS-SEM method, which requires a systematic evaluation of both the measurement model (outer model) to ensure indicator quality, and the structural model (inner model) to assess the hypothesized relationships between constructs. By going through each of these analytical stages, the study provides a comprehensive picture of how the three variables interact, influence one another, and ultimately shape the conclusions drawn from the research. This detailed examination allows the findings to be interpreted more accurately and strengthens the empirical foundation of the proposed theoretical framework.

### A. Measurement Model Evaluation (Outer Model)



**Figure 1 Conceptual Framework of the Study**

Source: SmartPLS vr 3.2.9, research data analysis results, 2025

The conceptual framework illustrates how employees' demographic characteristics form causal pathways toward both job satisfaction and employee performance. Demographic attributes such as age, gender, educational background, and length of service are assumed to influence the degree to which employees experience satisfaction within their work environment. These satisfaction levels are then expected to shape subsequent performance outcomes. Beyond this indirect pathway, the framework also proposes that demographic traits may exert direct effects on employee performance. Within this structure, job satisfaction functions as a mediating variable that explains how demographic differences translate into varying levels of performance. The entire framework is later examined empirically through the PLS-SEM approach to assess the strength, direction, and significance of the proposed relationships.

**Tabel 1 Convergent Validity and Measurement Reliability Indicators (Outer Loading Values)**

	M	X	Y
M1.1	0.939		
M1.2	0.926		
M1.3	0.937		
M1.4	0.912		
M1.5	0.908		
M1.6	0.933		
X1.1		0.947	
X1.2		0.963	
X1.3		0.958	
X1.4		0.950	
Y1.1			0.950
Y1.2			0.942

Y1.3	0.953
Y1.4	0.927
Y1.5	0.950

Source: SmartPLS vr 3.2.9 (research data analysis results), 2025

The analysis demonstrates that all indicators meet the established criteria for convergent validity, as reflected in loading values that consistently exceed the threshold of 0.70. Specifically, the indicators for job satisfaction range from 0.908 to 0.939, demographic indicators fall between 0.947 and 0.963, and performance indicators lie within the interval of 0.927 to 0.953. These values surpass the minimum benchmark recommended by (Hair, 2014), confirming that each indicator effectively represents its corresponding construct. This strong performance across all indicators further reinforces the robustness of the measurement model, illustrating its reliability and precision in capturing the underlying variables. As a result, the model is well-positioned to support subsequent analytical steps, including the evaluation of structural relationships within the study.

**Tabel 2 Construct Reliability and Validity**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
M	0.967	0.967	0.973	0.857
X	0.968	0.969	0.976	0.912
Y	0.970	0.971	0.976	0.892

Source: SmartPLS vr 3.2.9, research data analysis results, 2025

The reliability of each construct is shown to be exceptionally strong, as evidenced by Cronbach's Alpha and Composite Reliability values ranging from 0.967 to 0.976. These high values indicate that the indicators within each construct consistently measure the intended underlying concept. Additionally, the AVE scores, which fall between 0.857 and 0.912, further confirm that the constructs achieve a substantial degree of convergent validity, demonstrating that the indicators effectively capture the essence of each variable. Together, these results highlight that all constructs exhibit excellent internal consistency and meet the rigorous measurement standards required in quantitative research. Overall, the measurement model demonstrates a high level of quality, providing a robust foundation that supports the reliability of the subsequent structural analysis.

**Tabel 3 Discriminant Validity Assessment Using Fornell – Larcker Criterion**

	M	X	Y
M	0.926		
X	0.902	0.955	
Y	0.885	0.918	0.944

Source: SmartPLS vr 3.2.9, research data analysis results, 2025

The Fornell - Larcker evaluation indicates that the square root of each construct's AVE exceeds its correlations with all other constructs, demonstrating a clear separation between the measured variables. This finding confirms that the constructs are empirically distinct and do

not overlap conceptually. As a result, the measurement model is shown to meet the necessary standards for discriminant validity, ensuring that each construct is uniquely represented and properly differentiated within the analytical framework.

### B. Structural Model Evaluation (Inner Model)

**Tabel 4 Coefficient of Determination (R-Square)**

	R Square	R Square Adjusted
M	0.814	0.810
Y	0.783	0.777

Source: SmartPLS vr 3.2.9, research data analysis results, 2025

The R-Square value for the Job Satisfaction variable is reported at 0.814, indicating that employee demographic characteristics explain approximately 81.4% of the variability in job satisfaction. This suggests that aspects such as age, gender, educational attainment, and length of service play a substantial role in shaping employees' perceptions and feelings of satisfaction in their work environment. Meanwhile, the Employee Performance variable records an R-Square value of 0.783, meaning that Demographics and Job Satisfaction jointly account for 78.3% of its variation. This high proportion highlights the strong influence these two factors exert on performance outcomes. Taken together, both R-Square values fall within the strong category, demonstrating that the structural model developed in this study is robust, reliable, and highly effective in capturing the dynamics and interactions among the variables analyzed.

**Tabel 5 Hypotheses Test Summary Direct Effects**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Inferences
M → Y	0.885	28.268	0.000	Supported
X → M	0.902	29.994	0.000	Supported

Source: SmartPLS vr 3.2.9, research data analysis results, 2025

The direct effect analysis demonstrates that employee demographic characteristics exert a notably strong and statistically significant influence on job satisfaction. This conclusion is supported by a coefficient value of 0.902, a t-statistic of 29.994, and a p-value of 0.000, all of which indicate a highly robust relationship. These results imply that variations in age, gender, educational background, and tenure meaningfully shape how employees perceive their work environment and evaluate their satisfaction with their roles. Moreover, job satisfaction is shown to play an essential part in directly boosting employee performance. With a coefficient of 0.885, a t-statistic of 28.268, and a p-value of 0.000, the findings clearly illustrate that higher levels of satisfaction contribute to better job outcomes, including enhanced productivity, improved work quality, and greater overall effectiveness. Collectively, these results emphasize that demographic factors not only influence job satisfaction but that job satisfaction itself serves as a crucial driver in elevating employee performance within the organization.

**Tabel 6 Hypotheses Test Summary Spesific Indirect Effect (Mediation)**

Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Inferences
X → M → Y	0.798	15.918	0.000 Supported

Source: SmartPLS vr 3.2.9, research data analysis results, 2025

The mediation test results reveal that job satisfaction serves as a crucial intermediary in the relationship between demographic characteristics and employee performance. This mediating role is strongly supported by an indirect effect coefficient of 0.798, a t-statistic of 15.918, and a p-value of 0.000, all indicating a highly significant effect. The significance of both the direct and indirect pathways confirms that the mediation is partial in nature. This finding suggests that job satisfaction not only contributes directly to performance outcomes but also strengthens and reinforces the impact of demographic attributes on employees' overall performance.

**C. Model Fit Tabel 7 Tabel Fit Summary**

	<b>Saturated Model</b>	<b>Estimated Model</b>
SRMR	0.032	0.054
NFI	0.872	0.858

Source: SmartPLS vr 3.2.9, research data analysis results, 2025

The SRMR values recorded 0.032 for the saturated model and 0.054 for the estimated model are substantially below the recommended threshold of 0.08, indicating that the proposed model exhibits a high level of fit and accurately reflects the underlying data structure. Furthermore, the Normed Fit Index (NFI), which ranges from 0.858 to 0.872, provides additional confirmation that the model meets widely accepted standards of adequacy in structural model assessment. Collectively, these indicators demonstrate that the research model satisfies the essential goodness-of-fit requirements and can be considered reliable and appropriate for further examination.

## Discussion

The findings of this study demonstrate that demographic characteristics significantly influence the level of job satisfaction among employees at Soe-Hatt Auto Service Malang. Differences in age, tenure, education, and gender shape how employees perceive their work environment, level of comfort, and sense of appreciation. This finding is consistent with Herzberg's Two-Factor Theory, which emphasizes how individual characteristics influence job satisfaction through differing work experiences (Herzberg, 1966).

These findings are likewise in line with earlier studies suggesting that certain demographic attributes are associated with differences in productivity and work behavior (Lakshmita dkk., 2024). The study also reinforces that job satisfaction is a key factor in improving employee performance. Employees who feel valued, recognized, and supported tend to demonstrate higher levels of performance, which aligns with organizational behavior theories proposed by (Robbins dkk., 2017). The high R-square values in the model highlight that demographic characteristics combined with job satisfaction explain a substantial portion of performance variation in the automotive service sector.

Furthermore, the mediation analysis indicates that job satisfaction serves as a meaningful intermediary in the linkage between demographic factors and performance. This indicates that demographic factors do not influence performance solely through direct pathways, but their impact becomes stronger when employees experience higher job satisfaction. This mechanism supports the findings of (Wahjoedi, 2021), who noted that job satisfaction can bridge individual factors and work outcomes. Employees with different demographic backgrounds often interpret and experience their jobs differently, leading to varied performance levels. Therefore, job satisfaction emerges as a central component in shaping performance outcomes within service-based environments.

Practically, these findings suggest that the management of Soe-Hatt Auto Service Malang should consider demographic differences when designing human resource strategies. Tailored approaches such as creating a supportive work environment, offering fair recognition, and providing career development opportunities can enhance job satisfaction while simultaneously improving performance. Academically, this study expands the limited literature on the automotive service sector by offering insights into how demographic characteristics and job satisfaction interact to shape employee performance in technical service industries.

## Conclusion

The findings indicate that demographic attributes such as age, gender, educational attainment, and duration of employment play a meaningful role in shaping the job satisfaction of employees at Soe-Hatt Auto Service Malang. These demographic variations influence how employees interpret their work environment and interact with their tasks, which ultimately produces different levels of satisfaction. The study also confirms that job satisfaction serves as a crucial driver of employee performance, particularly in aspects such as productivity, timeliness, sense of responsibility, and collaborative behavior. Furthermore, the high R<sup>2</sup> values suggest that when demographic factors are combined with job satisfaction, they explain a significant portion of the variation in performance, underscoring the strength, reliability, and practical relevance of the proposed research model.

The study further establishes that job satisfaction acts as a significant mediator in the relationship between demographics and employee performance. This suggests that demographic characteristics influence performance not only directly but also indirectly through employees' perceived satisfaction. These insights carry meaningful implications for management, particularly in designing human resource policies that recognize demographic differences and strengthen job satisfaction through supportive work environments, appropriate recognition, and career development opportunities. Academically, this study helps broaden the limited literature on the automotive service sector by offering a clearer perspective on how demographic factors and job satisfaction interact to influence employee performance.

## Acknowledgement

The author expresses sincere gratitude to all individuals who contributed to the completion of this study. Special appreciation is extended to the management and staff of Soe-Hatt Auto Service Malang for their cooperation, participation, and willingness to provide the required data. The author also wishes to acknowledge the academic supervisors and the entire academic community for their valuable guidance, thoughtful advice, and constructive feedback throughout the research process. The successful completion of this study would not have been possible without the support and contributions of everyone involved.

## References

Blau, P. (2017). *Exchange And Power In Social Life*. Routledge.

Bpsi, B. P. S. I. (2024, Februari 28). *Statistik Indonesia 2024*. <Https://Www.Bps.Go.Id/Id/Publication/2024/02/28/C1bacde03256343b2bf769b0/Statistik-Indonesia-2024.Html>

Cohen, J. (2013). *Statistical Power Analysis For The Behavioral Sciences* (2 Ed.). Routledge. <Https://Doi.Org/10.4324/9780203771587>

Fan, X., Thompson, B., & Wang, L. (1999). Effects Of Sample Size, Estimation Methods, And Model Specification On Structural Equation Modeling Fit Indexes. *Structural Equation Modeling: A Multidisciplinary Journal*, 6(1), 56–83. <Https://Doi.Org/10.1080/10705519909540119>

Febriyanti, E. W., & Irmawati, I. (2024). The Effect Of E-Service Quality And Website Quality On E-Loyalty With E-Satisfaction As An Mediating Variable At The Bluder Cokro Company. *Proceedings Series On Social Sciences & Humanities*, 15, 66–83.

Ghozali, I., & Ali, A. (2023). *Partial Least Square Smart Pls 4.0*. Yoga Pratama. <Https://Openlibrary.Telkomuniversity.Ac.Id/Home/Catalog/Id/200271/Slug/Partial-Least-Square-Smart-Pls-4-0.Html>

Hair, J. F. (2014). *A Primer On Partial Least Squares Structural Equation Modeling (Pls-Sem)*. Sage.

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A New Criterion For Assessing Discriminant Validity In Variance-Based Structural Equation Modeling. *Journal Of The Academy Of Marketing Science*, 43(1), 115–135. <Https://Doi.Org/10.1007/S11747-014-0403-8>

Herzberg, F. I. (1966). *Work And The Nature Of Man*.

Lakshmita, S., Simanjorang, Y. R. A., Fangestu, F., & Mirza, D. F. (2024). Effect Of Age, Length Of Service And Education On Employee Productivity Pt Jasa Raharja Medan. *International Journal Of Economics Social And Technology*, 3(4), 135–141. <Https://Doi.Org/10.59086/Ijest.V3i4.72>

Luthans, F., Luthans, B. C., & Luthans, K. W. (2015). *Organizational Behavior: An Evidence-Based Approach*. lap.

Mangkunegara, A. A. P. (2011). *Manajemen Sumber Daya Manusia Perusahaan*.

Pricewaterhousecoopers. (2024, Juni 26). *Indonesia Key Findings: Global Hopes And Fears 2024 Survey*. Pwc. <Https://Www.Pwc.Com/Id/En/Pwc-Publications/Services-Publications/Consulting/Indonesia-Hopes-And-Fears-2024.Html>

Ramadhani, R., & Firmansyah, Y. (2023). Dampak Keberagaman Demografis Tenaga Kerja Terhadap Kinerja Karyawan Di Pt Xyz. *Ultima Management : Jurnal Ilmu Manajemen*, 100–123. <Https://Doi.Org/10.31937/Manajemen.V15i1.3183>

Ratri, K. G. R., & Wahjudono, D. B. K. (2021). The Role Of Employee Demographics, Work Stress, And Rewards On Job Satisfaction And Employee Performance. *Jurnal Aplikasi Manajemen*, 19(3), 634–648. <Https://Doi.Org/10.21776/Ub.Jam.2021.019.03.16>

Robbins, S. P., Judge, T. A., & Campbell, T. T. (2017). *Organizational Behavior*. Harlow.

Sari, R. K., Alfarizi, M., Prabowo, H., & Sriwidadi, T. (2023). Analysis Impact Of The Production Technology Used By Msmes On Consumer Satisfaction And Loyalty. *2023 International Conference On Sustainable Islamic Business And Finance (Sibf)*, 260–264. [Https://Doi.Org/10.1109/Sibf60067.2023.10379949](https://doi.org/10.1109/Sibf60067.2023.10379949)

Setyowati, T., Az, B. T., Tobing, D. S. K., & Dkk. (2021). The Role Of Organizational Citizenship Behavior In Mediating The Relationship Between Organizational Culture And Job Satisfaction With Employee Performance. *Quality - Access To Success*, 22(185). [Https://Doi.Org/10.47750/Qas/22.185.29](https://doi.org/10.47750/Qas/22.185.29)

Sugiyono. (2022). *Metode Penelitian : Kuantitatif, Kualitatif, Dan R&D / Prof. Dr. Sugiyono Perpustakaan Institut Pemerintahan Dalam Negeri*.[Https://lnlislite.ipdn.ac.id/opac/detail-opac?id=2927&utm](https://lnlislite.ipdn.ac.id/opac/detail-opac?id=2927&utm)

Wahjoedi, T. (2021). The Effect Of Organizational Culture On Employee Performance Mediated By Job Satisfaction And Work Motivation: Evident From Smes In Indonesia. *The Effect Of Organizational Culture On Employee Performance Mediated By Job Satisfaction And Work Motivation: Evident From Smes In Indonesia*, 11(7), 2053–2060.