

The Effect Of Work Ability And Organizational Culture On The Performance Of Officers With Motivation As A Mediator In Employment And Development Human Resources (Bkpsdm) Of Cilegon City

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ABSTRACT

Employee performance is one of the key factors determining organizational success. Improving performance is not only dependent on technical skills but is also influenced by internal factors such as organizational culture and work motivation. A strong organizational culture can shape employees' behavior, attitudes, and work ethic, while work motivation serves as a driving force in achieving predetermined targets. In this context, work ability becomes an essential element that bridges the influence of organizational culture and work motivation on employee performance. This study aims to analyze the effect of organizational culture and work motivation on employee performance, both directly and through work ability as a mediating variable. Through this approach, the research seeks to provide a comprehensive understanding of the role of work ability in enhancing employee performance within government institutions. The study employed a quantitative approach with data collected through questionnaires distributed to employees in the relevant institution. The sample size was determined using a purposive sampling method. Data analysis was conducted using *Structural Equation Modeling* (SEM) based on *Partial Least Square* (PLS) to examine the relationships between variables and identify the mediating role of work ability. The results indicate that organizational culture has a positive and significant effect on both work ability and employee performance. Work motivation also has a positive and significant effect on work ability and employee performance. Furthermore, work ability was found to mediate the effect of organizational culture and work motivation on employee performance. These findings reinforce the view that an optimal organizational culture and high work motivation can enhance work ability, ultimately leading to improved performance. The implications of this study highlight the need to strengthen organizational culture through clear work values, a fair reward system, and a conducive work environment. Additionally, management should enhance employee motivation by providing opportunities for self-development, continuous training, and recognition of work achievements. Future research is recommended to include moderating variables such as leadership style or work climate to provide broader insights into the determinants of employee performance.

INTRODUCTION

Quality human resources are individuals capable of generating innovation through their creativity and imagination. In an organizational context, the quality of human resources is closely linked to the achievement of effective and efficient performance. Therefore, attention to employee performance is crucial, given their contribution to the sustainability and progress of an organization (Taylor & Ricciardelli, 2025).

Every organization or company relies heavily on its workforce as the driving force behind improving the quality of products and services. Employees are not simply task implementers, but strategic assets that play a significant role in determining the organization's success. Therefore, efforts to improve employee performance must be a primary focus, as optimal performance is a key indicator of an organization's success in achieving high productivity (Jain & Garg, 2025).

Ultimately, achieving superior performance is inseparable from the quality of qualified human resources. The higher the competence and abilities of individuals within an organization, the greater the opportunity to achieve overall organizational goals (Ahmad, Islam, et al., 2025).

Performance is defined as the work results achieved by an employee, both in terms of quality and quantity, in carrying out their assigned tasks. Employee performance plays a crucial role in determining an organization's success. When employee performance is optimal, it automatically drives improvements in overall organizational performance. Conversely, if employee performance declines, it can negatively impact productivity and the achievement of organizational goals (Karatuna et al., 2025).

Human resources within an organization are positioned as strategic assets with a central role in implementing policies and directly running company operations. Facing a constantly changing and competitive environment, organizations are required to adapt and respond to emerging challenges. Success in responding to these dynamics depends heavily on the quality of employee performance, who are the spearhead of achieving organizational goals (Kampilong et al., 2025).

In line with this view, recent research demonstrates the importance of employee development that takes into account individual characteristics such as needs, abilities, personality, and work experience to boost productivity and performance (Putra et al., 2022; Subarto, 2023). Putra et al. (2022) found that personal characteristics significantly influence motivation and work performance, while Subarto (2023) emphasized that individual discipline and competence work together to shape organizational behavior and, in turn, productivity (Putra et al., 2022; Subarto, 2023). Therefore, an individually designed employee development strategy that combines capability development and an understanding of needs and personality is an appropriate approach to continuously improve employee capacity. Therefore, human resource development must be an integral part of an organization's strategy to continuously improve performance. Work ability can also improve employee performance. Employee performance is the result of the interaction of various factors that influence each other. According to Halawa (2023) and Osi, Razak, & Alam (2021), there are three main factors that determine employee performance: ability, temperament or interest, and level of work motivation. Ability encompasses the technical competency, expertise, and knowledge possessed by employees to carry out tasks effectively. Temperament and interest reflect an employee's attitude, interest, and consistent behavior in carrying out their work. Meanwhile, work motivation is a drive, both intrinsic and extrinsic, that directs a person to work optimally. Halawa (2023) emphasizes that employees with high ability but low motivation will still produce less than optimal performance. Conversely, high motivation without being balanced by adequate ability will also not be able to drive optimal performance. Therefore, the combination of strong ability and strong work motivation is an important key to achieving maximum employee performance (Wiegand & Morgan, 2025).

Organizational culture has a significant influence on employee performance. This influence can be positive or negative, depending on the values, beliefs, and norms adopted within the work environment. When organizational culture fosters values that support work ethic, collaboration, and innovation, employee performance tends to improve. Conversely, if the culture that develops weakens work ethic and professionalism, it can lead to decreased performance (Herzog, 2025).

Besides work skills and organizational culture, motivation is also a crucial factor influencing employee performance. Work motivation plays a central role in determining a company's productivity level. As Sutrisno (2014) points out, without employee encouragement and willingness to work together for the benefit of the organization, established goals are difficult to achieve. Conversely, high motivation is one indicator of a company's success in achieving its stated targets (Kirshner & Lawson, 2025).

Motivation can be defined as an internal force or drive that stimulates a person's work ethic. In the context of work psychology, motivation is often referred to as the primary driver of enthusiasm in carrying out tasks. Umam (2018) explains that motivation is an essential element that individuals must possess, with basic forms of motivation, such as achievement motivation and power motivation, having a significant influence in the workplace (Nabi et al., 2025).

The main roles of the Cilegon City BKPSDM include: 1) Employee Planning and Procurement; BKPSDM is responsible for compiling employee formation needs based on job analysis and workload, as well as implementing the ASN selection process in a transparent and accountable manner. 2) Competency

Development and Development This institution facilitates training, education, and capacity development for ASN through structural, technical, and functional training programs to improve the quality and professionalism of civil servant human resources. 3) Career and Performance Management; BKPSDM manages the promotion, transfer, rotation, and ASN performance assessment systems based on a merit system to ensure that employees work according to their potential and competencies. 4). Enforcement of Discipline and Code of Ethics As part of efforts to maintain bureaucratic integrity, BKPSDM also carries out employee discipline development and follows up on violations of employee regulations in accordance with laws and regulations. 5). Improvement of the Personnel Information System; In order to support the digital transformation of government, BKPSDM develops and maintains an integrated personnel information system to ensure accurate, fast, and efficient management of ASN data.

Thus, the BKPSDM's role is not limited to administrative aspects, but also serves as a key driving force in creating an adaptive, competitive, and service-oriented bureaucracy. Optimizing the BKPSDM's role directly impacts the quality of civil servant performance within the Cilegon City Government.

Table 1 Employee Performance Achievements at the Cilegon City BKPSDM

No	Target Indicator	Target Achievement	Actual Achievements	Information
1	Timeliness of task completion	95%	68%	Many administrative tasks are not completed on time
2	Quality of work results	95%	62%	Documents are frequently revised, less accurate and neat
3	Attendance and work discipline	95%	49%	Attendance and discipline levels are not consistent
4	Use of digital systems	85%	45%	Still predominantly using manual systems
5	Initiative and creativity	80%	40%	Employees are less active in providing new solutions or ideas
6	Collaboration and teamwork	90%	67%	lack of synergy between departments in completing tasks
7	Performance improvement evaluation	Quarterly routine	inconsistent	Valuation has not been carried out systematically and routinely

Source: Cilegon City BKPSDM 2024

To support professional and performance-based governance, the Cilegon City Civil Service and Human Resources Development Agency (BKPSDM) plays a strategic role in fostering and developing civil servants (ASN). However, the organization's performance has not been fully optimal. Based on internal evaluations and initial observations, dissatisfaction with the ability of some employees to carry out their duties and responsibilities professionally was found.

The organizational culture implemented within the Cilegon City Human Resources Development and Personnel Agency (BKPSDM) has been aligned with applicable provisions and regulations. However, in its implementation, a number of employees still do not fully adhere to the values of the organizational culture, particularly regarding their commitment to achieving optimal work results. There is also a tendency for some employees to be absent during working hours, which has developed into a habit that is inconsistent with organizational ethics and discipline. This phenomenon reflects that the internalization of work culture has not been fully effective and requires further attention in efforts to foster and strengthen the values of the organizational culture as a whole (Veltsin et al., 2025).

Employee motivation within the Cilegon City Human Resources Development and Personnel Agency (BKPSDM) continues to show a low tendency. This is reflected in the lack of enthusiasm shown by a number of employees in carrying out their duties, which ultimately impacts the achievement of overall performance that is less than optimal. This indication can be seen from a number of tasks that are not completed on time, as well as the accumulation of workloads that are not handled properly, thus hampering the achievement of organizational targets. Furthermore, the less harmonious interpersonal conditions among employees and weak internal interaction and communication also affect the overall work dynamics of the organization (Asadullah et al., 2025).

Based on the results of an internal survey conducted by the Cilegon City Human Resources Development Agency (BKPSDM), several fundamental weaknesses were identified related to employee performance, organizational culture, and work motivation. One of the main issues identified was ineffective communication between employees, which often led to misunderstandings and ultimately resulted in suboptimal performance. The relationship between superiors and subordinates was also not fully established, with superiors tending to assign tasks continuously without considering the existing workload. Employees often faced situations where previously unfinished tasks were burdened with new work. Furthermore, there was still a mismatch between employee placement and their competencies, as well as disharmony between educational backgrounds and job descriptions. These conditions were certainly one of the inhibiting factors in achieving optimal organizational performance (Apendi et al., 2025).

In an effort to realize bureaucratic reform and improve the quality of public services, the government sector is required to have competent and high-performing human resources (HR). One institution that plays a strategic role in managing the state civil service (ASN) is the Human Resources Development and Personnel Agency (BKPSDM). In Cilegon City, BKPSDM is responsible for personnel management, from needs planning and competency development to employee performance evaluation (DellaRocco et al., 2025).

However, in its implementation, several challenges remain that hinder the optimization of employee performance. Phenomena such as low work initiative, lack of innovation, and fluctuating levels of discipline have been highlighted in the execution of administrative and strategic tasks. This may reflect suboptimal individual performance capabilities and weak internalization of organizational cultural values in the workplace (Rai & Koodamara, 2025).

Thus, it is important to thoroughly analyze how work skills and organizational culture influence employee performance, as well as the extent to which motivation plays a mediating role in this relationship. A deeper understanding of the relationship between these variables can form the basis for formulating more effective HR development strategies, particularly within the Cilegon City Human Resources Development Agency (BKPSDM).

State of the art

To strengthen the presentation and relationship between variables, apart from research results that support the assumptions between variables, there are also several studies that have obtained different results and all of them are presented Table 2:

Table 2 Research Gap Seen from the Difference in Research Results Between Work Ability and Motivation

<i>Research Gap</i>	Findings	Researchers	Research result
Differences in the Influence of Work Ability on Motivation	Significant	Dhea Perdana Coenraad (2024), Wan Dedi Wahyudi, Zulaspan Tupti (2019), Hendra (2020)	Work Ability Affects Motivation
	No effect	Agustina Setyo Utami & Handoyo Djoko Waluyo (2022), Maychel B. A. Wuwungan, Olivia S. Nelwan, Yantje Uhing (2020)	Work ability does not affect motivation

Source: Secondary Data, 2024

Results *Research Gap* related to the Research on Work Ability Variables with Motivation. Dhea Perdana Coenraad (2024), Wan Dedi Wahyudi, Zulaspan Tupti (2019), Hendra (2020) concluded that there is a positive influence between Work Ability and Motivational Style, while Agustina Setyo Utami & Handoyo Djoko Waluyo (2022), Maychel B. A. Wuwungan, Olivia S. Nelwan, Yantje Uhing (2020) concluded that there is no positive influence between Work Ability and Motivation.

Based on the phenomena and research gaps that have been explained, the formulation of the problem in this study is: 1) Is there a positive and significant influence of work ability on employee performance at BKPSDM Cilegon City 2) Is there a positive and significant influence of organizational culture on employee performance at BKPSDM Cilegon City 3) Is there a positive and significant influence of motivation on employee performance at BKPSDM Cilegon City 4) Is there a positive and significant influence of work ability on motivation at BKPSDM Cilegon City 5) Is there a positive and significant influence of organizational culture on motivation at BKPSDM Cilegon City 6) Is there a positive and significant influence of work ability on employee performance through motivation at BKPSDM Cilegon City 7) Is there a positive and significant influence of organizational culture on employee performance through motivation at BKPSDM Cilegon City

RESEARCH METHOD

Types of research

This research was conducted at the Cilegon City Human Resources Development and Personnel Agency (BKPSDM). In line with the research objectives, this study employed a descriptive causality design with quantitative methodology (Deole et al., 2023). The proposed hypotheses were then tested using this quantitative technique. This strategy is based on a positivist philosophy, which uses research tools to collect and evaluate quantitative and statistical data to test hypotheses (Nilsen & Kongsvik, 2023).

Population and sample

In this study, the population includes all employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Cilegon City, totalling 86 people. Sampling was carried out using the stratified random sampling technique, namely a sampling method by dividing the population into several strata or groups based on certain criteria, then selecting a simple random sample from each of these strata. In this study, the entire population was sampled and to obtain accurate results, researchers included in the population were not included as samples so that the sample was 85.

Data analysis techniques

The data collection technique uses a questionnaire through a survey and the data analysis technique uses the SPSS application for descriptive analysis using a scale range and Smartpls version 3.2.3 such as measuring the model (*outer model*), modelling structure (*inner model*) in testing existing hypotheses (Demerouti, 2023).

To ensure that the research instrument has an adequate level of reliability and accuracy (validity), construct validity testing is carried out using the value *Average Variance Extracted* (AVE) and construct reliability test through the value *Composite Reliability* (CR). An instrument is declared valid if the AVE value is greater than 0.50, indicating that the indicator is able to adequately explain the latent variable. Meanwhile, construct reliability is met if the CR value is greater than 0.70, indicating strong and reliable internal consistency between indicators in measuring the construct. This can be explained in Table 3 below.

Table 3 AVE and CR test results

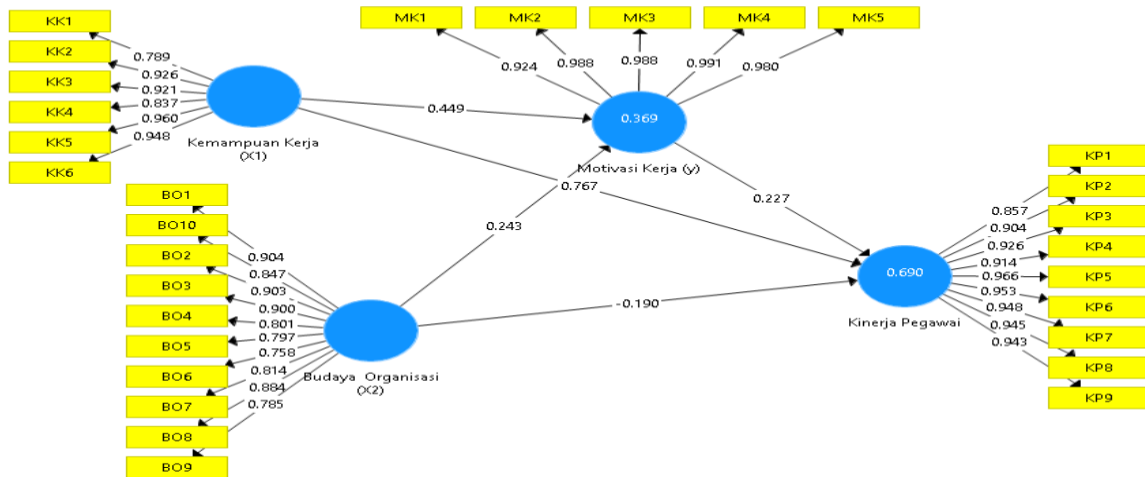
NO	Variabel	<i>Average Variance Extracted</i> (AVE)	Akar AVE	Composite Reliability
1	Organizational culture	0,707	0,841	0,960
2	Work Ability	0,808	0,899	0,962
3	Employee Performance	0,863	0,929	0,983
4	Work motivation	0,950	0,974	0,989

Source: SEM PLS data processing results (2025)

The test results in Table 3 show that all research variables have an AVE value above 0.50 and a Composite Reliability value above 0.70. Therefore, it can be concluded that all indicators used have met the criteria for convergent validity and have high internal consistency. Thus, this research instrument is proven valid and reliable for measuring the constructs of organizational culture, work ability, work motivation, and employee performance.

RESULT AND DISCUSSION

To ensure the relationship between the indicators and the constructs under study, an outer model analysis was conducted using the SEM-PLS approach. The outer model was used to evaluate the validity and reliability of the indicators that make up each latent variable. The data processing results produced an outer model diagram as shown in Figure 1 below.



Source: SEM PLS data processing results (2025)

Figure 1 Outer Model Analysis Results (PLS Algorithm)

After the research instrument is declared valid and reliable through outer model testing, the next step is to conduct a hypothesis test to determine the relationship between the variables proposed in the research model. This hypothesis test is conducted by examining the path coefficient value (*path coefficient*), mark *t-statistic*, as well as the level of significance (*p-value*), so that it can be determined whether the proposed hypothesis is accepted or rejected. This will be explained in Table 4 below.

Table 4 Hypothesis Test Results

No	relation	Nilai t hitung	H ₀	conclusion
1	Organizational Culture (X2) -> Employee Performance	2,003	Rejected	There is a Positive Influence
2	Organizational Culture (X2) -> Work Motivation (y)	2,346	Rejected	There is a Positive Influence
3	Work Ability (X1) -> Employee Performance	8,720	Rejected	There is a Positive Influence
4	Work Ability (X1) -> Work Motivation (y)	4,126	Rejected	There is a Positive Influence
5	Work Motivation (y) -> Employee Performance	2,038	Rejected	There is a Positive Influence

Source: Sempls 2025

H1: There is a significant influence of Organizational Culture on Work Ability

Based on the results of the hypothesis testing shown in the table, it is known that the relationship between Organizational Culture (X2) and Employee Performance has a calculated t value of $2.003 > 1.96$. Because this calculated t value is above the table t value at the specified significance level, the null hypothesis (H₀)

is rejected, and the alternative hypothesis is accepted. This shows that there is a significant and positive influence between Organizational Culture and Employee Performance.

Thus, it can be concluded that the better the organizational culture that is built and implemented in the workplace, the more positive the impact on employee performance. A strong organizational culture, such as the values of cooperation, open communication, participatory leadership, and recognition for achievement, can motivate employees to work more optimally, feel more emotionally connected to the organization, and demonstrate better work performance. These findings also reinforce the importance of organizational culture as an internal factor influencing employee productivity and effectiveness.

H2: There is a significant influence of Organizational Culture on Employee Performance

Based on the results of testing the relationship between Organizational Culture (X2) and Work Motivation (Y), the calculated t-value was $2.346 > 1.96$. This value exceeds the t-table value at the predetermined significance level, so the null hypothesis (H_0) is rejected. Thus, it can be concluded that there is a positive and significant influence between Organizational Culture and Work Motivation.

This means that the better and stronger the organizational culture implemented in the work environment, such as the values of discipline, togetherness, participation, and appreciation, the higher the employee work motivation. A conducive organizational culture provides psychological encouragement for employees to work with more enthusiasm, responsibility, and orientation towards achieving organizational goals. These findings indicate that organizational culture not only has a direct impact on employee performance but also plays a significant role in increasing work motivation as an internal factor that indirectly drives performance.

H3: There is a significant influence of Work Ability on Officer Performance

Based on the test results on the relationship between Work Ability (X1) and Employee Performance, the calculated t value was obtained at $8.720 > 1.96$, which was significantly greater than the t table value at the specified significance level. Thus, the null hypothesis (H_0) was rejected, which means there is a positive and significant influence between Work Ability and Employee Performance.

These findings indicate that the higher an employee's work skills, whether in terms of knowledge, technical skills, or competency in completing tasks, the better their performance will be. Adequate work skills enable employees to work efficiently and productively, and achieve established targets. Therefore, improving work skills through training, self-development, and assigning tasks appropriate to their expertise plays a significant role in driving overall employee performance improvement.

H4: There is a significant influence of Work Motivation on Work Ability

Based on the test results on the relationship between Work Ability (X1) and Work Motivation (Y), the calculated t value was $4.126 > 1.96$. This value exceeds the t table value at the significance level used, so the null hypothesis (H_0) is rejected. This means that there is a positive and significant influence between Work Ability and Work Motivation.

These findings indicate that the higher an employee's work skills, the greater their work motivation. Employees who feel competent in carrying out their duties tend to have greater self-confidence and enthusiasm for their work. This aligns with Robbins and Judge's (2017) findings, which state that individuals who feel capable of completing their work tend to have strong intrinsic motivation. Therefore, improving work skills can directly contribute to increased employee work motivation within the Cilegon City Human Resources Development and Personnel Agency (BKPSDM).

H5: There is a significant influence of motivation on employee performance.

Based on the results of testing the relationship between Work Motivation (Y) and Employee Performance (Z), the calculated t-value was $2.038 > 1.96$. This value exceeds the t-table value at the predetermined significance level, so the null hypothesis (H_0) is rejected. Thus, it can be concluded that there is a positive and significant influence between Work Motivation and Employee Performance.

These results indicate that employees with high work motivation tend to demonstrate better performance. Work motivation acts as an internal driver that drives individuals to optimally achieve organizational goals. This aligns with Hasibuan's (2017) opinion, which states that motivation is a crucial factor that can increase a person's enthusiasm, dedication, and work productivity. Therefore, in the context of this research, increasing employee work motivation within the Cilegon City Human Resources Development and Personnel Agency (BKPSDM) can directly drive improvements in the quality and quantity of employee performance.

H6: There is a significant influence of Organizational Culture on Employee Performance through Work Motivation

Based on the analysis results, the path of Organizational Culture (X2) -> Work Motivation (Y) -> Employee Performance shows an Original Sample (O) value of 0.055 with a Sample Mean (M) of 0.056, and a Standard Deviation (STDEV) of 0.033. The T Statistics value obtained is 1.654 with P Values of 0.099. These results indicate that Organizational Culture has a positive effect on Employee Performance through Work Motivation, although the level of significance is still at a moderate level ($p < 0.1$).

These findings suggest that a strong organizational culture, encompassing shared values, norms, and beliefs, can foster employee work motivation. When employees perceive a supportive culture, such as fairness, togetherness, and recognition for achievement, they are motivated to work harder, ultimately improving their performance. In other words, work motivation acts as a bridge that strengthens the influence of organizational culture on employee performance.

This aligns with Robbins and Judge's (2017) assertion that a conducive organizational culture can create a positive work climate that encourages increased employee motivation. Similarly, Schein (2010) states that organizational culture is a pattern of basic assumptions that guides employee behavior, including increasing work morale. Busro (2018) also adds that a positive culture will foster a strong work ethic, thus motivating employees to achieve optimal performance.

Thus, it can be concluded that organizational culture indirectly influences employee performance through work motivation. Therefore, organizations need to strengthen the implementation of applicable values and norms and create a work environment that encourages both intrinsic and extrinsic employee motivation. These efforts will ensure that organizational culture truly functions as a driving force in improving employee performance.

H7: There is a significant influence of Work Ability on Officer Performance through Work Motivation

Based on the analysis results in the table, the path Work Ability (X1) -> Work Motivation (Y) -> Employee Performance shows an Original Sample (O) value of 0.102 with a Sample Mean (M) of 0.103, and a Standard Deviation (STDEV) of 0.062. The T Statistics value obtained was 1.630 with P Values of 0.104. These results indicate that Work Ability has a positive effect on Employee Performance through Work Motivation, although the significance level is still close to the threshold ($p < 0.1$).

Discussion

The Influence of Organizational Culture on Work Ability

The research results show that organizational culture has a positive and significant impact on employee performance. This means that the stronger the organizational culture, the higher the employee's performance. A positive and consistent organizational culture can create a conducive, supportive work environment that motivates employees to continuously develop their competencies (Marfu et al., 2025).

This finding aligns with Robbins and Judge's (2017) opinion, which states that organizational culture is a system of shared meaning held by organizational members that influences how they act. When the implemented culture reflects the values of hard work, innovation, and professionalism, it indirectly stimulates improvements in employee skills, knowledge, and expertise in carrying out their duties (Suieubayeva et al., 2025).

Furthermore, according to Schein (2010), a strong organizational culture can create shared perceptions and consistent behavior among members of the organization, including in improving work performance. In other words, the values, norms, and practices internalized within the organizational culture can foster a strong work ethic and increase individual effectiveness in completing tasks. Therefore, strengthening organizational culture is an important strategy for improving employee performance, particularly within the Cilegon City Human Resources Development Agency (BKPSDM) (Adil et al., 2025).

The Influence of Organizational Culture on Employee Performance

The research results show that organizational culture has a positive and significant effect on employee performance. This means that the better the organizational culture implemented in the work environment, the higher the employee performance. A strong organizational culture can create a stable, clear work environment and encourage behavior that aligns with organizational goals, thus directly impacting employee performance (Ahmad, Zhang, et al., 2025).

This finding is supported by Denison's (1990) opinion, which states that a strong organizational culture will increase employee engagement, a clear strategic direction, and consistency of shared values, which ultimately contribute to organizational performance. Furthermore, according to Robbins and Judge (2017), organizational culture plays a significant role in influencing employee attitudes and behaviors in the workplace, including aspects of task achievement, efficiency, and work productivity (Ngowi et al., 2025).

Furthermore, Schein (2010) also explained that organizational culture creates a framework for thinking and acting for employees that can increase a sense of responsibility, discipline, and team collaboration, all of which are important factors in improving performance. Thus, the results of this study confirm that strengthening organizational culture within the Cilegon City Human Resources Development Agency (BKPSDM) is highly relevant to supporting overall employee performance improvement (Etse & Adu-Aboagye, 2025).

The Influence of Work Ability on Employee Performance

The results of this study indicate that work ability has a positive and significant effect on employee performance. This means that the higher the work ability possessed by employees, both in terms of knowledge, skills, and work attitudes, the better their performance in carrying out their duties and responsibilities. Good work ability enables employees to complete work more effectively, efficiently, and with quality, which has a direct impact on improving overall organizational performance (Ullah et al., 2025).

This finding aligns opinion, which states that work capability is a person's potential to perform work, consisting of intellectual and physical abilities that significantly influence performance achievement. Mathis and Jackson (2010) also suggest that employee performance is significantly influenced by an individual's ability to understand the job, solve problems, and make appropriate decisions in work situations (Adomako et al., 2025).

Furthermore, according to Gibson, Ivancevich, Donnelly, and Konopaske (2012), work ability is one of the main factors determining individual effectiveness within an organization, as it reflects the extent to which individuals are able to contribute to achieving organizational goals. Therefore, the results of this study reinforce the importance of developing employee competencies through training, education, and work experience to improve the quality of employee performance, particularly within the Cilegon City Human Resources Development Agency (BKPSDM) (Richmond et al., 2025).

The Influence of Work Motivation on Employee Performance

The results of this study indicate that work motivation has a positive and significant effect on employee performance. This means that the higher an employee's motivation, both intrinsic and extrinsic, the higher the performance they can achieve. Employees who have strong internal motivation and support from the organizational environment will be encouraged to work harder, more diligently, and more committed to completing their tasks, thus achieving optimal performance results. Therefore, work motivation can be considered a key factor that drives employees to deliver their best performance within the organization (Wu et al., 2025).

This finding aligns with Robbins and Judge's (2017) opinion, which states that motivation is a force that directs a person's intensity, direction, and persistence in achieving a specific goal. Highly motivated employees tend to be more productive and consistent in their work. Furthermore, Hasibuan (2019) also emphasized that motivation is a crucial factor in determining whether an employee is willing to work enthusiastically, which ultimately impacts their performance (Taylor & Ricciardelli, 2025).

Furthermore, according to Herzberg's Two-Factor Theory, motivation arising from intrinsic factors such as recognition, achievement, and responsibility has a greater influence on performance than extrinsic factors. This reinforces the finding that the higher an employee's work motivation, the greater their likelihood of achieving higher performance. Therefore, organizations need to focus on efforts to increase employee motivation, whether through rewards, self-development opportunities, or a supportive work environment, so that employee performance can continue to improve (Jain & Garg, 2025).

The Influence of Work Motivation on Employee Performance

The research results show that work motivation has a positive and significant impact on employee performance. This finding indicates that the higher the level of work motivation an employee possesses, the better their performance will be. Motivated employees tend to be more active, focused, and committed to completing their tasks optimally. They have an internal drive to achieve organizational goals while simultaneously fulfilling their personal goals at work (Ahmad, Islam, et al., 2025).

This opinion aligns with Herzberg's (1959) Two-Factor Theory, which states that motivators such as achievement, recognition, responsibility, and self-development have a strong influence on performance improvement. Robbins and Judge (2017) also emphasized that motivation significantly determines a person's direction, intensity, and persistence in performing their work, so highly motivated individuals tend to demonstrate better and more sustainable performance (Karatuna et al., 2025).

Furthermore, according to Siagian (2016), motivation is a crucial driving force for increasing one's work productivity. High work motivation will foster enthusiasm and commitment in carrying out work tasks.

Therefore, in the context of the Cilegon City Human Resources Development and Personnel Agency (BKPSDM), it is important to continue to create a work climate that supports increased motivation, for example by providing awards, career development, and positive feedback so that employee performance continues to improve sustainably (Kampilong et al., 2025).

The Influence of Organizational Culture on Employee Performance through Work Motivation

The research results show that organizational culture has a positive and significant effect on employee performance through work motivation. This indicates that the better the organizational culture implemented in an agency, the more it will increase employee motivation at work. This increase in work motivation then contributes to overall employee performance. In other words, a healthy, adaptive, and supportive organizational culture will be able to foster internal employee motivation, which ultimately strengthens their performance (Wiegand & Morgan, 2025).

These findings align with Robbins and Judge's (2017) findings, which state that organizational culture shapes employees' perceptions of how they should work, behave, and interact within the organization, ultimately influencing their motivation levels. An organizational culture that emphasizes values of togetherness, openness, and recognition of achievement can foster higher work motivation. This is reinforced by Denison (2012), who emphasized that a strong organizational culture serves as a driving force for motivation, as organizational values and norms can provide meaning and direction for employees in carrying out their work (Herzog, 2025).

Furthermore, Luthans (2011) also explains that motivation is the force that drives individuals to act to achieve goals, and environmental factors such as organizational culture play a significant role in creating a work environment that fosters employee morale. Therefore, it can be concluded that a good organizational culture not only directly impacts performance but also indirectly through increased employee motivation as a mediator (Kirshner & Lawson, 2025).

The Influence of Work Ability on Employee Performance through Work Motivation

The results of the study indicate that work ability has a positive and significant effect on employee performance through work motivation. This means that the higher an employee's work ability, whether in terms of knowledge, skills, or attitudes, the greater their work motivation will be. Motivation that grows from good work ability will then encourage employees to work more optimally, resulting in higher performance. In other words, work ability not only directly influences performance but also indirectly through increased work motivation as a mediating factor (Nabi et al., 2025).

This finding aligns with Spencer & Spencer's (1993) opinion, which states that work ability, which encompasses individual competencies such as knowledge, skills, and behavior, is closely related to performance because it influences how employees are motivated to utilize their potential. Similarly, Luthans (2011) asserts that high ability will foster employee self-confidence, which then becomes a source of intrinsic motivation in completing work well (Veltsin et al., 2025).

Robbins and Judge (2017) also stated that work ability determines the extent to which an individual can effectively complete assigned tasks. If this ability is supported by high work motivation, employee performance will achieve optimal results. Therefore, organizations need to pay attention to developing employee work abilities, whether through training, career development, or providing learning opportunities, as this can increase work motivation and strengthen employee performance (Asadullah et al., 2025).

CONCLUSION

Based on the analysis have been explained, the conclusions are: 1) there is a positive and significant influence of work ability on employee performance at BKPSDM Cilegon City 2) there is a positive and significant influence of organizational culture on employee performance at BKPSDM Cilegon City 3) there is a positive and significant influence of motivation on employee performance at BKPSDM Cilegon City 4) there is a positive and significant influence of work ability on motivation at BKPSDM Cilegon City 5) there is a positive and significant influence of organizational culture on motivation at BKPSDM Cilegon City 6) there is a positive and significant influence of work ability on employee performance through motivation at BKPSDM Cilegon City 7) there is a positive and significant influence of organizational culture on employee performance through motivation at BKPSDM Cilegon City

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