

## The Mediating Role of Job Performance: The Impact of Organizational Culture on Job Satisfaction

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### Abstract

This study aimed to explore the relationship between organizational culture (OC), job performance (JP), and job satisfaction (JS). Based on social exchange theory and human resource management theory, four research objectives are proposed: 1) explore the positive impact of organizational culture on employee job performance; 2) explore the positive impact of job performance on job satisfaction; 3) explore the positive impact of organizational culture on job satisfaction; 4) explore the mediating role of job performance in the transmission of the impact of organizational culture on job satisfaction. Using quantitative research methods, descriptive statistics and analysis were conducted on survey data from 400 employees in the food industry of private enterprises in Sichuan Province through the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. This process validated the theoretical framework and hypothesized relationships. The research results found that organizational culture has a positive impact on both employee job performance and job satisfaction and significantly affects job satisfaction through job performance, confirming that job performance plays a mediating role between organizational culture and job satisfaction. These findings provide valuable empirical support for business management practices, facilitating the sustainable development of enterprises.

**Keywords:** organizational culture; job performance; job satisfaction

## Introduction

With the rapid development of the economy and the transformation of consumption patterns, the food industry in China's private enterprises has become an important cornerstone for ensuring people's well-being. It is also a key driving force for the sustained development of the national economy and has significant importance in ensuring national food safety and promoting economic growth (Fu, 2024). Sichuan is not only a major economic province in southwestern China but also the most profitable province in China's food industry. With the two major food industry business cards of Sichuan liquor and Sichuan cuisine, Sichuan has already taken the lead in the national food industry. Its food industry has shown strong development momentum and unique corporate culture characteristics. It is renowned for its diverse product types, extensive market demand, abundant agricultural resources, vast food industry foundation, and profound cultural heritage. It plays a crucial role in regional economic development. In 2022, the food industry in Sichuan Province achieved a revenue of 855.5 billion yuan, ranking third in the country and becoming the leading industry in the industrial economy of Sichuan Province (Yue, 2023, May 29). This has played a pillar role in promoting local economic development, employment, innovative technology, meeting consumer needs, and modernizing agriculture, and is increasingly showing strong competitiveness in the international market. However, compared with other regions at home and abroad, the food industry in Sichuan still has certain gaps in terms of technological innovation, brand building, marketing, and other aspects.

With fierce market competition and changes in employee values and consumption concepts, organizational culture (OC), job performance (JP), and job satisfaction (JS) have become key factors for the sustained success of enterprises. Organizational culture not only shapes the identity and values of enterprises but also affects the behavior and attitude of employees (Ertosun & Adiguzel, 2018). Job performance is directly related to an enterprise's production efficiency and market performance, while job satisfaction is closely related to employee retention rate, innovation ability, and team collaboration (Tsai, 2011). How to improve employee job performance and job satisfaction by optimizing organizational culture has become a key issue that enterprises urgently need to solve.

In the food industry of private enterprises in Sichuan province, the organizational culture not only promotes the employees to achieve higher job performance but also improves their job satisfaction. Its uniqueness is reflected in its relentless pursuit of food quality and safety, as well as support for the professional growth and personal development of employees. This cultural

environment encourages employees to improve work efficiency, innovate problem-solving, increase job performance, and improve job satisfaction, all of which are directly reflected in the overall performance of the enterprise.

The literature review shows that there are many studies on the relationship between organizational culture, job performance, and job satisfaction, especially with job performance as the outcome variable. However, there is little research on the specific mechanism of job performance as a mediating variable between organizational culture and job satisfaction, and there is even less research on the food industry of private enterprises in Sichuan. Therefore, this study not only helps to understand the current development status and challenges of the food industry in the region and promotes the sustainable development of the regional economy, but also provides useful references for the transformation, upgrading, and sustainable development of the industry. Practice has proven that building a positive organizational culture is considered an important strategy to improve employee job performance, enhance job satisfaction, and promote sustainable development of the enterprise (Sirait et al., 2022). This will provide an empirical study for the academic community to enrich the literature on social exchange theory and human resource management theory in practical application. At the same time, it provides strategic suggestions for enterprise managers on how to optimize employee job performance and improve job satisfaction by shaping a positive organizational culture and providing theoretical support and empirical guidance for organizational development in practice.

The Social Exchange Theory emphasizes the mutual relationship between employees and organizations based on the principle of reciprocity, believing that employees improve their job performance based on a positive perception of organizational culture and expected rewards, thereby enhancing job satisfaction (Cropanzano et al., 2017). The Theory of Human Resource Management provides a management perspective on the interaction between organizational culture, job performance, and satisfaction (Bratton et al., 2021).

## Objectives

Explore the positive impact of organizational culture on employee job performance.

Explore the positive impact of job performance on job satisfaction.

Explore the positive impact of organizational culture on job satisfaction.

Explore the mediating role of job performance in the transmission of the impact of organizational culture on job satisfaction.

## Literature Review

### Hypothesis Development

Organizational culture, as an important factor in improving employee job performance and job satisfaction, has been widely explored by numerous studies. Its core elements include values, beliefs, rituals, traditions, and language. These elements together form a framework that guides the daily behavior and decision-making process of employees (Lubis & Hanum, 2020). It is often defined as shared values, beliefs, habits, and norms within an organization, shaping employee behavior and attitudes toward work (Schein, 2010). It not only reflects the internal spirit and core values of an organization but also has a profound impact on the behavior, work attitude, and performance of employees. Sharma and Good (2013) argue that a strong organizational culture is a key factor in improving job performance and profitability. A strong and healthy organizational culture can help improve job performance (Nwibere, 2013). A goal-oriented supportive organizational culture can motivate employees to demonstrate higher innovation and efficiency, thereby improving job performance (Abdirahman et al., 2018). The research results found that organizational culture has a significant positive impact on employee job performance (Al-Shammari, 2021; Putra et al., 2020; Shahzad et al., 2012). Meanwhile, there is a significant positive correlation between organizational culture and job satisfaction (Zokaei et al., 2016). A strong organizational culture can significantly improve employee job satisfaction (Alvesson, 2012). Ilham (2018) and Purwoharsojo et al. (2020) believe that organizational culture has a positive and significant impact on job satisfaction and job performance. It has also had a direct impact (Paais & Pattiruhu, 2020). Therefore, a positive, open, and supportive organizational culture can stimulate employee work engagement, thereby improving job performance and ultimately enhancing job satisfaction (Alvesson & Sveningsson, 2015).

Pulakos et al. (2015) suggest that job performance is the outcome of individuals, teams, or organizations achieving goals and fulfilling work responsibilities. Mathis et al. (2017) define job performance as the abilities, attitudes, and behaviors that employees exhibit in their work, aligned with the goals and standards set by the organization. Borman & Motowidlo (2014) think that the effectiveness of job occupiers in executing their assigned tasks enables the realization of the organization's vision while proportionally rewarding both the organization and individuals. Purwadi et al. (2020) argue that employee job satisfaction is an important indicator of how employees perceive their work environment, conditions, and other related aspects, reflecting the psychological state of individuals working within an organization.

Bakker and Demerouti (2017) believe that the impact of job performance on job satisfaction is influenced not only by the personal characteristics of employees but also by organizational-level factors such as organizational culture, work design, and team atmosphere. Campbell et al. (2012) contend that job performance constitutes the foundation for team and organizational performance. Without job performance, job satisfaction, organizational commitment, and work-family balance cannot be achieved.

Previous studies have consistently demonstrated a significant relationship between job performance and job satisfaction. For instance, the comprehensive study conducted by (Judge et al., 2001) found a positive correlation between job performance and job satisfaction. Their research indicates that employees who exhibit higher job performance tend to experience greater levels of job satisfaction. Additionally, Locke and Latham (2013) goal-setting theory underscores the link between goal-setting and performance, which in turn positively affects job satisfaction. Shu (2016) suggests that a significant positive correlation between performance and job satisfaction.

Based on the research findings above, this study presents the following hypotheses:

- H1: Organizational culture affects job performance.
- H2: Job performance affects job satisfaction.
- H3: Organizational culture affects job satisfaction.
- H4: Organizational culture affects job satisfaction through job performance.

## Conceptual Framework

Based on the literature review, the research framework for this study has been formed. Among them, the independent variable is organizational culture (OC), which includes four dimensions: spiritual culture (SC), institutional culture (IC), behavioral culture (BC), and material culture (MC). The dependent variable is job satisfaction (JS), which includes four dimensions: return of work (RW), work itself (WI), work conditions (WC), and interpersonal relationships (IR). The mediating variable is employee job performance (JP), which includes five dimensions: task performance (TP), contextual performance (CP), learning performance (LP), innovation performance (IP), and adaptive performance (AP). See Figure 1.

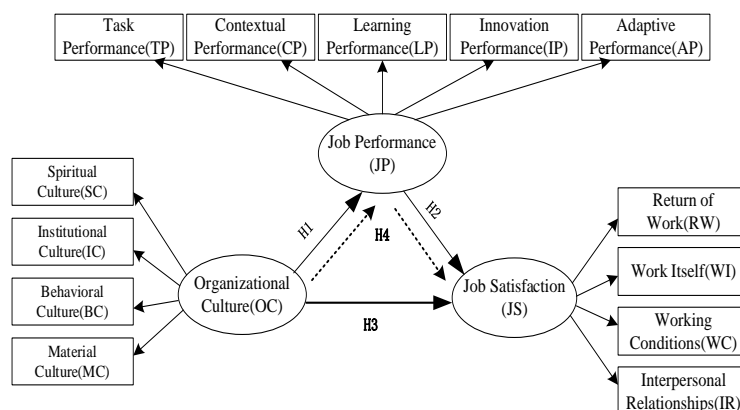


Figure 1 Research Framework

## Methodology

### 1. Study instrument design

The researcher designed an online structured survey questionnaire, which includes three variables: demographic information and organizational culture (OC), job performance (JP), and job satisfaction (JS), as well as 13 observation variables. Each observation variable has 4 indicators, totaling 52 indicators.

Using the Likert five-point scale, ranging from 1 (strongly disagree) to 5 (strongly agree), the determination of indicators comes from a literature review on organizational culture (OC), job performance (JP), and job satisfaction (JS). The questionnaire on organizational culture (OC) has been adapted from the scales of (Çimen & Karadag, 2019; Denison, 1990; Eric, 2021; Schein, 2010). The questionnaire on Job performance has been adapted from the scales of Han et al.(2007), Marques-Quinteiro et al.(2015), Scott & Bruce, (1994) , and Wen, (2005). The questionnaire on job satisfaction has been adapted from the scales of Li (2015), Lu (2001), Shu (2016), and Zhang (2007). At the same time, three experts evaluated the questionnaire and used the index of consistency (IOC) to assess the consistency between the test items and objectives. The evaluation coefficient of the 52 indicators was 1.00, indicating high credibility and validity. Next, 82 employees were randomly selected for pre-testing, and the Cronbach's alpha values of each indicator were all greater than 0.7, indicating that the indicators in the questionnaire had good consistency in measuring the same construct.

## 2. Sample Collection and Descriptive Analysis

The target population of this study was employees of the food industry in private enterprises above the designated size in Sichuan Province, and the sample was determined using a purposive sampling method. According to Johnson & Young (2011), the sample size should be 10–20 times the number of observed variables. To ensure that the validity and reliability of the questionnaire exceed 70%. A total of 550 questionnaires were distributed, and 400 valid questionnaires were collected, with a response rate of 73%. According to the provided data, demographic and descriptive analyses were conducted by SPSS. Among the respondents, there were 206 males (51.5%) and 194 females (48.5%), with a majority of middle-aged and young people (65.3%). Undergraduate and vocational education accounted for 94.5%, 278 ordinary employees (69.5%) had a working experience of 6–20 years (67.5%), and 290 (72.5%) had a monthly income of 5000–10000 RMB. 68.3% of enterprises have a scale of over 300 employees.

This indicates that the data collection is more reasonable and more suitable to explore the relationship between organizational culture, job performance, and job satisfaction. Meanwhile, SmartPLS was used for measurement modeling and structural model analysis, and the bootstrap method was used to test the hypothesis.

## 3. Data analysis results

In this study, we created a higher-order model with a reflective structure. A second-order model was developed using the repeated index method for measurement and structural model experiments, as shown in Figure 2.

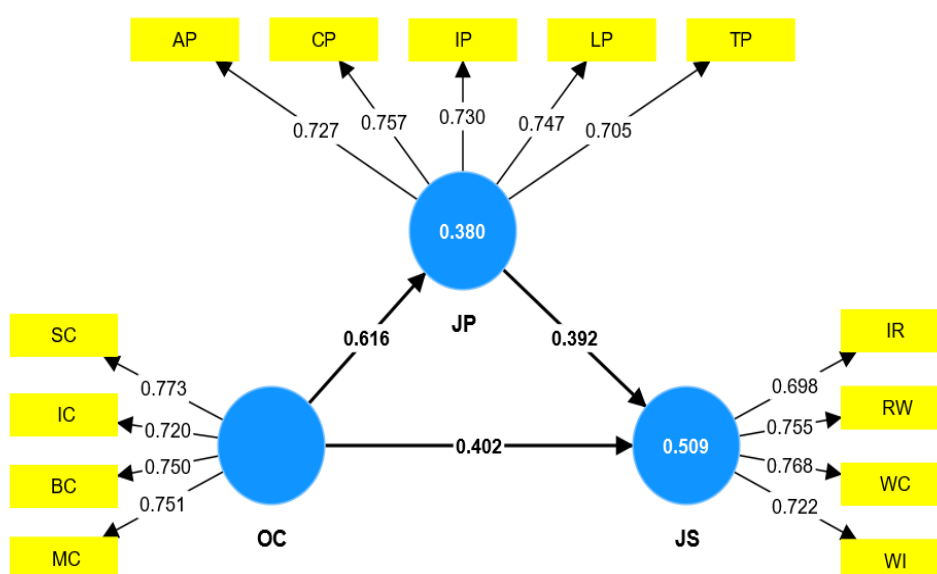


Figure 2 Second-order model results

#### 4. Evaluation of measurement model

##### 1) The indicator load and internal consistency reliability

Model measurement is conducted by evaluating the reliability and validity of the instrument. The main indicators used are indicator load and internal consistency reliability, convergence validity, and discriminant validity (Hair et al., 2019). The internal consistency reliability is expressed by Cronbach alpha( $\alpha$ ) and composite reliability (CR), Convergence validity is represented by Average variance extracted (AVE). The discriminant validity was tested using the Fornell–Larcker criterion and the values for the Heterotrait–Monotrait Ratio of Correlations (HTMT).

The evaluation results showed that the alpha ( $\alpha$ ) and Composite reliability (CR) for JP ( $\alpha$ =0.785, CR=0.785, AVE=0.538), JS ( $\alpha$ =0.718, CR=0.723, AVE=0.542), and OC ( $\alpha$ =0.739, CR=0.836, AVE=0.561) were all greater than 0.7 (Hair et al., 2010). The AVE values are all greater than 0.5, which is within an acceptable range (Henseler et al., 2016). This indicates that the model structure has good internal consistency and sufficient convergent validity, and the indicators provide sufficient explanation. The loading values of each indicator are also generally above 0.7, indicating a strong correlation between each indicator and potential variables. In addition, we also use the variance inflation factor (VIF) to evaluate multicollinearity issues in the data. The VIF values of the model are much lower than 3, indicating that there is no multicollinearity issue in the data (Hair et al., 2010). This makes the model estimation more reliable and the results more reliable. See Table 1.



**Table 1** Validity and reliability of model

Construct	Item	Loading	VIF	Cronbach alpha ( $\alpha$ )	CR	AVE
JP	TP	0.705	1.370	0.785	0.785	0.538
	CP	0.757	1.537			
	LP	0.747	1.514			
	IP	0.730	1.492			
	AP	0.727	1.458			
JS	RW	0.755	1.366	0.718	0.723	0.542
	WI	0.722	1.336			
	WC	0.768	1.404			
	IR	0.698	1.317			
OC	SC	0.773	1.439	0.739	0.836	0.561
	IC	0.720	1.316			
	BC	0.750	1.423			
	MC	0.751	1.423			

Source(s): Own work

### Discriminant validity

Perform differential validity tests using the Fornell Arker criteria and the values for HTMT. The Fornell–Larcker believes that the square root of AVE for each structure should be greater than its correlation with other structures (Fornell & Larcker, 1981). The results of Table 2 show that the AVE square root values of JP (0.733), JS (0.736), and OC (0.749) were higher than the respective inter–construct correlation coefficients. Furthermore, the HTMT value was used to test the discriminant validity of the structure, the HTMT values should be less than 0.9 (Henseler et al., 2016). The results of Table 3 show that the HTMT values were between 0.806 and 0.880, all less than 0.9, consistent with the Fornell–Larcker criteria, which confirmed that the model has good discriminative validity.

**Table 2** Discriminant validity--Fornell-Larcker criterion

	JP	JS	OC
JP	<b>0.733</b>		
JS	0.640	<b>0.736</b>	
OC	0.616	0.643	<b>0.749</b>

Note(s): Italic values diagonally indicate the square root of AVE

Source(s): Own work

**Table 3** Heterotrait-monotrait ratio (HTMT)

	JP	JS	OC
JP			
JS	0.848		
OC	0.806	0.880	

Source(s): Own work

### Structural model evaluation

#### Determination coefficient ( $R^2$ )

The coefficient of determination ( $R^2$ ) is used to quantify the explanatory power of the regression model, which has three critical values, 0.75, 0.50, and 0.25, representing strong, medium, and weak (Sarstedt et al., 2019). The results in Table 4 indicate that the  $R^2$  values for JP and JS were 0.380 and 0.509, respectively, and the adjusted  $R^2$  values were 0.378 and 0.507, respectively, indicating the moderate power of the model in explaining the relationship between the independent and dependent variables.

#### (2) Predicting correlations ( $Q^2$ )

The Stone-Geisser test ( $Q^2$ ) is used to assess the predictive correlation of the model. Measuring the predictive power of the model to the observed data. The  $Q^2$  value is generated by blindfolding in PLS-SEM. The criteria are 0.02 (for small predictive power), 0.15 (for medium predictive power), and 0.35 (for large predictive power). If it is less than 0, the model has no predictive correlation (Stone, 1974). Table 4 shows that the  $Q^2$  values for JP and JS are 0.201 and 0.272, indicating moderate predictive power.

**Table 4.** Interpretive power and predictive correlation

	R-square	Adjusted R-square	Q <sup>2</sup> (=1-SSE/SSO)	predictive results
JP	0.380	0.378	0.201	Medium
JS	0.509	0.507	0.272	Medium

Source(s): Own work

### Hypothesis testing

This study uses the bootstrap algorithm in PLS-SEM to calculate path coefficients( $\beta$ ), Its range is from -1 to 1 (Hair et al., 2017), and the correlation between the independent and dependent variables is tested using t-values. The p-value of the coefficient significance level is less than 0.005. At the 90% significance level, the critical value of the t-value is 1.645, the 95% significance level is 1.96, and the 99% significance level is 2.57. As long as the t-value is greater than or equal to 1.96, it indicates that the pathway coefficients support the consensus (Hair et al., 2010).

The effect size  $f^2$  is a statistical measure of the degree to which the path effect explains the variance of the dependent variable in modeling the structural equation. Cohen (2013) suggested that the exogenous variables would have large, medium, and small effects if the  $f^2$  values were 0.35, 0.15, or 0.02.

**Table 5.** Structural model assessment and effect size bootstrap results

Hypothesis	Relationship	$\beta$	$f^2$	t-value	p-value	Decision
H1	OC → JP	0.616***	0.612+++	18.352	.000	Supported
H2	JP → JS	0.392***	0.194++	7.192	.000	Supported
H3	O C → JS	0.402***	0.204++	7.149	.000	Supported
H4	OC → JP → JS	0.242***		6.513	.000	Supported

Note : p<.05 \*,p<.01\*\*,p<.001 \*\*\* .  $f^2$ :Small+;Medium ++; Large+++

Source(s): Own work

Table 5 shows that H1: OC has a significant direct positive impact on JP ( $\beta$ = 0.616,  $f^2$ =0.612, t=18.352, p=0.000) and the effect is significant. H2: JP has a significant direct positive impact on JS ( $\beta$ = 0.392,  $f^2$ =0.194, t=7.192, p=0.000) and the effect is moderate. H3: OC has a

significant direct positive impact on JS ( $\beta = 0.402$ ,  $f^2 = 0.204$ ,  $t = 7.149$ ,  $p = 0.000$ ) and the effect size was moderate. H4: OC has a significant indirect positive impact on JS through JP ( $\beta = 0.242$ ,  $t = 6.513$ ,  $p = 0.000$ ). Previous literature has shown that the direct effect without mediation is significant, so the indirect effect of mediation is also significant (Hair et al., 2019). In this study, JP is a mediator variable. Its indirect impact is also positive and significant. So, hypotheses H1, H2, H3, and H4 are all supported.

## Result

This study conducted a questionnaire analysis of 400 employees in the food industry of private enterprises in Sichuan, exploring the relationship between organizational culture, job performance, and job satisfaction. Four hypotheses were proposed, and the partial least squares method was used to analyze the data. The results of all hypotheses were confirmed to be positive and significant, all of which were supported.

Organizational culture has a positive and significant impact on job performance.

Job performance has a significant positive impact on job satisfaction.

Organizational culture has a positive and significant impact on job satisfaction.

Organizational culture has an indirect and significant positive impact on job satisfaction through job performance. Job performance plays a mediating role.

## Discussions

This study explores the relationship between organizational culture (OC), job performance (JP), and job satisfaction (JS) through quantitative research. The validation supported four hypotheses and achieved four research objectives. The result analysis is as follows:

The first research objective is to show that organizational culture has a positive and significant impact on job performance. This result is consistent with the views presented by Al-Shammari, (2021), Putra et al., (2020), Shahzad et al., (2012). This indicates that organizational culture emphasizes shared values, beliefs, and norms, which can guide employee behavior to align with organizational goals. When employees integrate into this positive culture, they tend to work more actively and improve the quality and efficiency of their work, thus improving their job performance.

The second research objective is that the effect of job performance on job satisfaction is positively significant, which is consistent with the viewpoint proposed by Alvesson & Sveningsson (2015), Judge et al., (2001), and Shu (2016). This is in line with the goal-setting theory, which suggests that high performance can enhance employees' self-efficacy and sense of achievement, stimulating them to achieve higher job satisfaction (Locke & Latham, 2013).

The third research objective is that organizational culture has a positive and significant impact on job satisfaction, which is consistent with the viewpoint proposed by Ilham (2018), Paais & Pattiruhu, (2020), Zokaei et al., (2016). This indicates that a good organizational culture can support and respect employees, meet their social and self-actualization needs, enhance their sense of belonging and security, and thereby improve job satisfaction.

The fourth research objective is that organizational culture indirectly positively affects job satisfaction through job performance, which proves the mediating role of job performance. This indicates that organizational culture indirectly affects job satisfaction by shaping positive work attitudes and behaviors and improving job performance. This path illustrates the comprehensive impact of organizational culture on employee attitudes and behaviors, as well as how these factors work together to increase job satisfaction. This mediation model supports the Social Exchange Theory. When the organizational culture promotes this positive exchange process, it improves job performance, and such positive returns increase job satisfaction (Cropanzano et al., 2017).

## New Knowledge

Firstly, job performance serves as a mediating variable, providing a new perspective for research. Previous studies have often emphasized the impact of job satisfaction on job performance. However, this study found that job performance plays a positive mediating role between organizational culture and job satisfaction, emphasizing the importance of job performance in improving job satisfaction. This reverse relationship challenges traditional understanding and provides a new perspective for understanding internal dynamics within the organization. This is also a major innovation of this study, opening up new paths for subsequent research.

Secondly, the research on organizational culture has been expanded. This study emphasizes that organizational culture not only directly affects employee job performance, but can also indirectly affect job satisfaction through job performance as a mediating variable. This

provides a deeper insight into the comprehensive role of organizational culture and its role in organizational effectiveness.

### **Practical contribution**

Firstly, the human resource management strategy was optimized: This study provides a new strategic direction for human resource management, which is to increase employee job satisfaction by improving job performance. This means that when designing incentive mechanisms, performance evaluations, and career development plans, consideration should be given to how these measures can promote employee performance improvement and improve employee job satisfaction through this process.

Secondly, it provides decision-making references for local governments and enterprises to better grasp market dynamics and industry trends. remind enterprises to strengthen organizational culture construction, product technology innovation, and brand building, attach importance to employee job performance, and enhance employee self-efficacy, thereby improving job satisfaction, increasing loyalty to the enterprise, continuously enhancing its core competitiveness and market position, and promoting sustainable development of the enterprise.

## **Suggestions**

### **Limitations and future research directions**

Firstly, the region and industry scope of the sample limit the generalizability. The results of this study are based on employees in the food industry of private enterprises in Sichuan, and may not apply to employees in other regions or industries. The job characteristics, pressure, and environment vary among different industries, which may lead to different relationships between job satisfaction and job performance, with weak representativeness and inconvenient promotion and application.

Secondly, the study used a cross-section design, and the data lacked dynamic analysis, making it difficult to determine causality.

Thirdly, the survey was conducted online, and the respondents may be influenced by their cultural background and subjectivity, which may affect the accuracy of the data and may bias the analysis results.

Future research can consider validating the findings of this study in different cultural and industry backgrounds to explore the universality and applicability of these relationships; By adopting a longitudinal research design and adding qualitative research, we can better understand

the dynamic relationship between organizational culture, job performance, and job satisfaction, further confirming the key mediating role of job performance to promote high employee performance and satisfaction, thereby improving the overall efficiency and competitiveness of the organization.

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