

Analysis Of Human Resource Quality And Organizational Culture On Employee Performance With Work Motivation As Mediating Variable In The West Medan District Office

Fatma Chairina¹, Muhammad Isa Indrawan², Elfitra Desy Surya³

¹ Master's Student in Management, Panca Budi University

^{2,3} Master of Management, Panca Budi Development University

Email: ¹ chairinafatma@gmail.com

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ABSTRAK

Employee performance is an important factor in determining the quality of public services in government agencies, including the West Medan Sub-District Office. Variations in employee performance indicate the need for an in-depth study of the factors that influence it. This study aims to analyze the influence of human resource quality and organizational culture on employee performance with work motivation as an intervening variable. The study uses a quantitative approach with a census method of all 60 civil servants (PNS) at the West Medan Sub-District Office as respondents. Data were collected through questionnaires and analyzed using Partial Least Square–Structural Equation Modeling (PLS-SEM) with the help of SmartPLS. The results show that HR quality and organizational culture have a positive and significant effect on employee performance and work motivation. Work motivation was also found to have a positive and significant effect on employee performance. In addition, work motivation acted as an intervening variable that strengthened the effect of HR quality and organizational culture on employee performance. The coefficient of determination showed that the variables of HR quality and organizational culture were able to explain 44.3% of work motivation, while HR quality, organizational culture, and work motivation together explained 52.1% of employee performance. These findings confirm that improving employee performance at the West Medan Sub-District Office does not only depend on structural aspects such as HR quality and organizational culture, but is also greatly influenced by employee work motivation. Therefore, strengthening competencies, establishing a conducive organizational culture, and strategies to increase work motivation need to be prioritized in efforts to improve the quality of public services.

ABSTRACT

Employee performance is an important factor in determining the quality of public services in government agencies, including the West Medan Sub-District Office. Variations in employee performance indicate the need for an in-depth study of the factors that influence it. This study aims to analyze the influence of human resource quality and organizational culture on employee performance with work motivation as an intervening variable. The study uses a quantitative approach with a census method of all 60 civil servants (PNS) at the West Medan Sub-District Office as respondents. Data were collected through questionnaires and analyzed using Partial Least Square–Structural Equation Modeling (PLS-SEM) with the help of SmartPLS. The results show that HR quality and organizational culture have a positive and significant effect on employee performance and work motivation. Work motivation was also found to have a positive and significant effect on employee performance. In addition, work motivation acted as an intervening variable that strengthened the effect of HR quality and organizational culture on employee performance. The coefficient of determination showed that the variables of HR quality and organizational culture were able to explain 44.3% of work motivation, while HR quality, organizational culture, and work motivation together explained 52.1% of employee performance. These findings confirm that improving employee performance at the West Medan Sub-District Office does not only depend on structural aspects such as HR quality and organizational culture, but is also greatly influenced by employee work motivation. Therefore, strengthening competencies, establishing a conducive organizational culture, and strategies to increase work motivation need to be prioritized in efforts to improve the quality of public services.

INTRODUCTION

Employee performance is a crucial factor in determining the quality of public services in government agencies, including the West Medan Sub-District Office. As a government organization at the sub-district level, the Sub-District Office has a strategic role in providing administrative services, government coordination, and community development. The success of these tasks is largely determined by the ability of employees to carry out their service functions quickly, accurately, and professionally. However, various internal reports and field observations show that there are still variations in employee performance, such as delays in completing administrative tasks, low initiative, and differences in service quality between sections. This condition indicates the need for a more in-depth analysis of the factors that affect employee performance.

One important factor that affects performance is the quality of human resources (HR). Ridwan et al. (2020) emphasize that good quality HR—which includes competence, technical abilities, knowledge, and skills—is the main foundation for producing optimal performance. In the context of the West Medan Sub-

District Office, variations in employees' abilities to understand their main duties, operate service applications, and manage government administration often hinder services to the community. This shows that improving the quality of human resources remains a strategic issue that must be addressed continuously.

In addition to human resource quality, organizational culture also plays an important role in determining employee performance. A positive organizational culture—such as discipline, cooperation, commitment to service, and open communication—can shape employee behavior in a more productive direction. Ridwan et al. (2020) mention that a strong organizational culture will create work values that support the achievement of organizational goals. At the West Medan Sub-District Office, several organizational culture issues still frequently arise, such as a lack of collaboration between sections, low discipline among some employees, and a weak culture of innovation in public service.

On the other hand, performance improvement is not only determined by structural factors such as human resources and organizational culture, but also by individual psychological factors, one of which is work motivation. Robbins and Judge (2020) explain that motivation is an internal drive that directs employees to work better, take initiative, and complete their work optimally. Work motivation often serves as a link between the quality of human resources and organizational culture with employee performance. Employees with high competence or who work in a positive organizational culture will not achieve maximum performance if they do not have strong work motivation. Therefore, work motivation is considered relevant as a mediating variable in the relationship between the quality of human resources and organizational culture on employee performance.

To improve the quality of public services at the West Medan Sub-District Office, research needs to be conducted to explain how human resource quality and organizational culture affect employee performance, and how work motivation acts as a variable that strengthens or weakens this relationship. The findings of this study are expected to contribute to the sub-district government, particularly in the formulation of more targeted employee development policies and the establishment of a conducive organizational culture. In addition, this research can serve as a basis for strategies to increase work motivation for civil servants so that public service performance can be further improved.

LITERATURE REVIEW

Employee Performance

Ridwan et al. (2020) define performance as the overall results or level of success of an individual in a certain period when carrying out tasks, compared to predetermined and agreed-upon work standards, targets, and criteria.

Work Motivation

According to Vo et al., 2022, work motivation is a drive that stems from individual needs (competence, autonomy, social relationships) that encourages productive and effective individual work behavior.

Organizational Culture

According to Ridwan et al. (2020), organizational culture consists of values, norms, habits, and behavior patterns that grow and develop within an organization, which serve as guidelines for employees in their actions and work. A good organizational culture will create a conducive work environment, increase a sense of belonging, and encourage employees to work more disciplined and productively in achieving organizational goals.

Human Resource Quality

Hasibuan (2021) defines human resource quality as the ability of employees to perform their jobs based on competence, professionalism, and work character, thereby enabling them to deliver optimal results for the organization.

Conceptual Framework

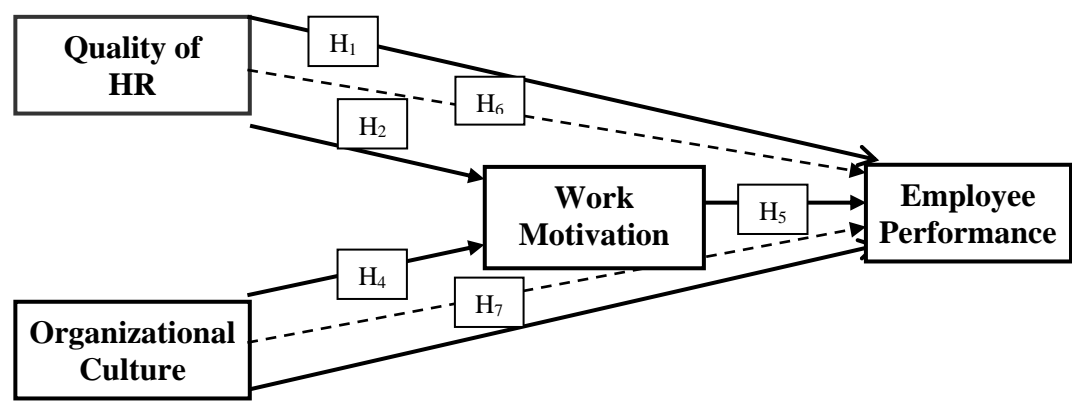


Figure 1. Conceptual Framework

Research Hypothesis

- H₁ : The quality of human resources has a positive and significant effect on employee performance at the West Medan Sub-District Office.
- H₂ : The quality of human resources has a positive and significant effect on work motivation at the West Medan Subdistrict Office.
- H₃ : Organizational culture has a negative and significant effect on employee performance at the West Medan Subdistrict Office.
- H₄ : Organizational culture has a negative and significant effect on work motivation at the West Medan Subdistrict Office.
- H₅ : Work motivation has a positive and significant effect on employee performance at the West Medan Subdistrict Office.
- H₆ : Human resource quality has a positive and significant effect on employee performance through work motivation at the West Medan Subdistrict Office.
- H₇ : Organizational culture has a negative and significant effect on employee performance through work motivation at the West Medan Subdistrict Office.

RESEARCH METHOD

Type of Research

The type of research used by the researcher is quantitative research. According to Sugiyono (2022), quantitative research can be defined as a method based on positivism philosophy, used to study a specific population or sample, with sampling techniques generally conducted randomly, data collection using research instruments, and quantitative/statistical data analysis with the aim of testing predetermined hypotheses. This type of quantitative research was conducted to create a study aimed at adjusting a study and analyzing the quality of human resources and organizational culture on employee performance with work motivation as a mediating variable at the West Medan Sub-District Office.

RESULTS AND DISCUSSION

Validity Test

Table 1. Outer Loadings Values

	Employee Performance	Organizational Culture	Quality of HR	Work Motivation
X1.1			0.791	
X1.2			0.833	
X1.3			0.887	
X1.4			0.812	
X1.5			0.815	

X1.6			0.833	
X2.1		0.787		
X2.2		0.868		
X2.3		0.772		
X2.4		0.865		
X2.5		0.805		
X2.6		0.808		
Y.1	0.751			
Y.2	0.894			
Y.3	0.793			
Z.1				0.848
Z.2				0.817
Z.3				0.854

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, which show the results of outer model testing through loading factor/outer loadings values, all indicators in each variable have a loading value ≥ 0.70 . This indicates that each indicator is measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the validity criteria, as shown in the following figure.

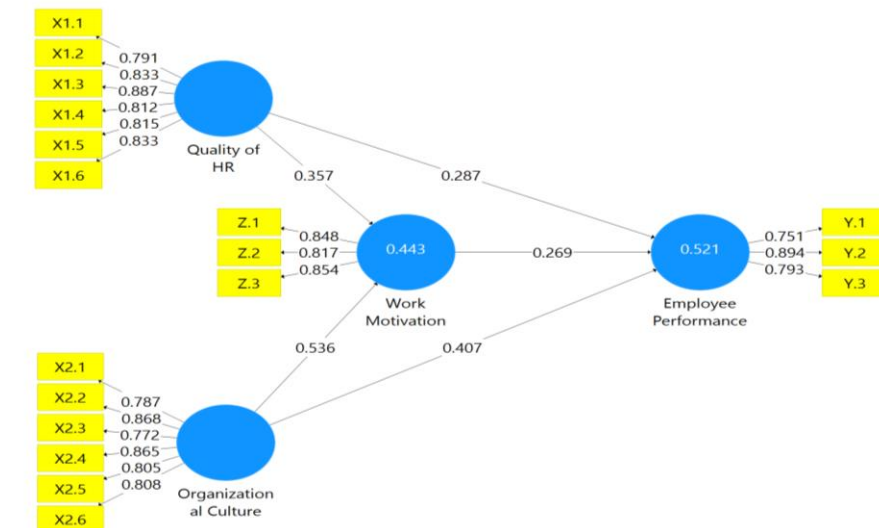


Figure 1. Outer Loading

In this study, there is an equation, and that equation consists of two substructures for substructure 1:

$$Z = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Z = 0.357 X_1 + 0.536 X_2 + e_1$$

For substructure 2:

$$Y = \beta_2 X_1 + \beta_3 X_2 + \beta_3 Z + e_2$$

$$Y = 0.287 X_1 + 0.407 X_2 + 0.269 Z + e_2$$

Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0.744	0.759	0.855	0.663
Organizational Culture	0.901	0.906	0.924	0.669
Quality of HR	0.909	0.911	0.929	0.687
Work Motivation	0.791	0.794	0.878	0.705

Source: Smart PLS Output, 2025



From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70. This indicates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Thus, the research instrument is declared reliable and suitable for use in structural model testing.

Coefficient of Determination (R^2)

In assessing the model with PLS, we begin by looking at the R-square for each dependent latent variable. The table below shows the Rsquare estimation results using SmartPLS.

Table 3. R Square Results

	R Square	Adjusted R-Square
Work Motivation	0.443	0.433
Employee Performance	0.521	0.508

Source: Smart PLS, 2025

Table 3 shows the R square values for both dependent variables. For the work motivation variable, the R square value is 0.443, meaning that the influence of HR quality and organizational culture is 0.443 or 44.3%, with the remainder attributable to other variables outside the model. The R-squared value for employee performance is 0.521, meaning that human resource quality, organizational culture, and work motivation account for 0.521 or 52.1%, with the remainder attributable to other variables outside the model.

Direct Influence Between Variables

The direct effect between variables can be seen in the *path coefficients*. The data analysis results show the direct effect values in the following table.

Table 4. Path Coefficients (Direct Effects)

	Original Sample	T Statistics	P Values	Conclusion
Quality of HR -> Employee Performance	0.287	4.187	0.000	Accepted
Quality of HR -> Work Motivation	0.357	5.310	0.000	Accepted
Organizational Culture -> Employee Performance	0.407	5,079	0.000	Accepted
Organizational Culture -> Work Motivation	0.536	10,709	0.000	Accepted
Work Motivation -> Employee Performance	0.269	2,812	0.005	Accepted

Source: Smart PLS Output, 2025

The results in Table 4 show the following direct effect values:

1. Human resource quality has a positive and significant effect on employee performance with a t-statistic value of 4.187 above 1.96 and a significance of 0.000 below 0.05, meaning that human resource quality has a real effect on employee performance because the significance value is above 0.05 . The results of this study are in line with previous studies, namely that compensation has a positive and significant effect on teacher performance (Sihotang & Indrawan, 2023; Manullang & Ferine, 2024).
2. The quality of human resources has a positive and significant effect on work motivation with a t-statistic value of 5.310 above 1.96 and a significance of 0.000 below 0.05, meaning that the quality of human resources has a real effect on work motivation because the significance value is below 0.05. The results of this study are in line with previous studies, namely that human resource quality has a positive and significant effect on work motivation (Abrori et al., 2024; Rusianto & Khasmir, 2023).
3. Organizational culture has a positive and significant effect on employee performance with a t-statistic value of 5.079 above 1.96 and a significance of 0.000 below 0.05, meaning that organizational culture has a significant effect on employee performance because the significance value is below 0.05. The results of this study are in line with previous studies, namely that organizational culture has a positive and significant effect on employee performance (Fauzi & Indrawan, 2023; Tahara & Indrawan, 2024; Akbar & Surya, 2025).
4. Organizational culture has a positive and significant effect on work motivation with a t-statistic value of 10.709 above 1.96 and a significance of 0.000 below 0.05, meaning that organizational culture has a significant effect on work motivation because the significance value is above 0.05. The results of this

study are in line with previous studies, which found that organizational culture has a positive and significant effect on work motivation (Fajrin & Mesra, 2024).

5. Work motivation has a positive and significant effect on employee performance with a t-statistic value of 2.812 above 1.96 and a significance of 0.005 below 0.05, meaning that work motivation has a real effect on employee performance because the significance value is below 0.05. The results of this study are consistent with previous studies, namely that work motivation has a positive and significant effect on employee performance (Pohan & Rizky, 2024).

Indirect Influence Between Variables

The indirect effect between variables can be seen in the *specific indirect effect* value. The data analysis results show the indirect effect value in Table 5 below.

Table 5. Specific Indirect Effects (Indirect Effects)

	Original Sample	T Statistics	P Values	Conclusion
Quality of HR -> Work Motivation -> Employee Performance	0.096	2.494	0.013	Accepted
Organizational Culture -> Work Motivation -> Employee Performance	0.144	2.642	0.009	Accepted

Source: Smart PLS, 2025

Table 5 shows the indirect effects between variables, namely:

1. Human resource quality has a positive and significant effect on employee performance through work motivation with a t-statistic value of 2.494 above 1.96 and a significance value of 0.013 below 0.05, meaning that work motivation acts as an intervening variable between human resource quality and employee performance.
2. Organizational culture has a positive and significant effect on employee performance through work motivation with a t-statistic value of 2.642 above 1.96 and a significance value of 0.009 below 0.05, meaning that work motivation acts as an intervening variable between organizational culture and employee performance.

CONCLUSION

1. Human resource quality has a positive and significant effect on employee performance at the West Medan Sub-District Office.
2. Human resource quality has a positive and significant effect on work motivation at the West Medan Sub-District Office.
3. Organizational culture has a negative and significant effect on employee performance at the West Medan Sub-District Office.
4. Organizational culture has a negative and significant effect on work motivation at the West Medan Sub-District Office.
5. Work motivation has a positive and significant effect on employee performance at the West Medan Subdistrict Office.
6. Human resource quality has a positive and significant effect on employee performance through work motivation at the West Medan Subdistrict Office.
7. Organizational culture has a negative and significant impact on employee performance through work motivation at the Medan Barat Subdistrict Office.

RECOMMENDATIONS

1. Employee performance with the lowest score was "I produce work that meets the established standards." Therefore, the recommendation is to improve understanding and consistency in the application of work quality standards by developing clearer SOPs, conducting regular socialization, and providing continuous supervision and feedback, so that every employee is able to produce work that meets the established standards optimally.
2. Work motivation with the lowest score was "I have the freedom to manage my work to complete tasks." The office needs to strengthen the provision of targeted work autonomy while still providing clear guidelines and targets, as well as guidance from superiors, so that employees' freedom in



managing their work can be utilized optimally without compromising compliance with procedures and the quality of work results.

3. Organizational culture with the lowest score of "The work habits in this organization support the successful completion of tasks." Organizations need to build and strengthen positive work habits through discipline enforcement, employee collaboration, and routine evaluations, so that the resulting work culture truly supports the effectiveness and quality of task completion.
4. Human resource quality with the lowest value statement "I have the knowledge required for my job." Offices need to improve employee competency development through relevant training, periodic knowledge updates, and job placement adjustments based on employee expertise, so that the knowledge possessed is truly in line with job requirements.

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