

THE INFLUENCE OF ORGANIZATIONAL STRUCTURE CHANGES AND ORGANIZATIONAL CULTURE ON JOB SATISFACTION THROUGH MOTIVATION AS AN INTERVENING VARIABLE AT PHE JAMBI MERANG

Rama Setia Whardana¹, Tri Suyantiningsih², Sari Sakarina³

¹²Master of Management Tridianti University, Indonesia

ramasetiawhardana@gmail.com, stri34583@gmail.com ; sarisakarina@univ-tridianti.ac.id

Jalan Kapten Marzuki No. 2446, 20 Ilir D. III, Kec. Ilir Timur I, Kota Palembang, Sumatera Selatan 30129

Corresponding email: ramasetiawhardana@gmail.com

How to cite: Whardana, Rama Setia., Suyantiningsih, Tri., Sakarina, Sari. (2025). The Influence Of Organizational Structure Changes And Organizational Culture On Job Satisfaction Through Motivation As An Intervening Variable At Phe Jambi Merang. *Jurnal Ilmiah Akuntansi, Manajemen Dan Ekonomi Islam (JAM-EKIS)*, 8(2), 1269-1278. <https://doi.org/10.36085/jamekis.v8i2.8566>

INFORMASI ARTIKEL

Article History:

Accepted : 14 April 2025

Revised : 04 May 2025

Approved : 24 May 2025

Keywords:

Organizational Structure,
Organizational Culture,
Motivation, Job Satisfaction,
PLS-SEM

Pages: 1269-1278

This is an open access article
under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license



ABSTRACT

This study investigates the influence of organizational structure change and organizational culture on employee job satisfaction at PHE Jambi Merang, with motivation as a mediating variable. Using a quantitative approach, data were collected through questionnaires distributed to 51 permanent employees and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Results show that changes in organizational structure significantly influence motivation, which in turn has a strong and positive effect on job satisfaction. However, organizational culture does not significantly affect motivation or job satisfaction directly. Motivation plays a critical mediating role between organizational structure and job satisfaction, highlighting its importance in achieving higher employee satisfaction. The findings suggest that structural clarity and employee empowerment should be prioritized to enhance motivation and, ultimately, job satisfaction. This research contributes to human resource strategies by offering insight into the mechanisms through which organizational elements influence workplace well-being.

INTRODUCTION

Today's competitive and ever-evolving business environment, organizations face increasing pressure to adapt to dynamic internal and external demands. One significant

transformation affecting companies worldwide is the restructuring of organizational systems and the reinforcement of organizational culture to enhance employee productivity and well-being. These structural and cultural adaptations are particularly critical in resource-based industries such as oil and gas, where human resource performance can directly impact operational efficiency and national energy resilience.

Pertamina Hulu Energi (PHE) Jambi Merang, as a strategic subsidiary of PT Pertamina (Persero), plays a vital role in supporting Indonesia's upstream oil and gas production. As part of the broader transformation within PT Pertamina's subholding structure, PHE Jambi Merang has undergone substantial organizational changes, including redesigning workflow systems, refining departmental functions, and promoting new behavioral norms. However, preliminary observations revealed that job satisfaction among employees remains suboptimal—indicating a possible misalignment between structural adjustments, cultural expectations, and employee motivation.

Job satisfaction is a critical indicator of organizational health, strongly linked to motivation, role clarity, workplace harmony, and leadership support. Although both organizational structure and organizational culture are widely acknowledged to influence employee behavior and performance, their effect on job satisfaction can vary significantly depending on how well they align with individual and collective motivational drives. Job satisfaction is the result of employees' perceptions of how well a person's job delivers what they perceive as important through their work (Syahlani et al., 2022).

This research investigates the direct and indirect effects of organizational structure and organizational culture on job satisfaction at PHE Jambi Merang, with motivation serving as a mediating variable. By employing Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) technique, the study aims to uncover the pathways through which structural and cultural variables influence employee satisfaction. The results are expected to offer strategic insights for improving employee engagement and organizational performance within energy sector enterprises.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction refers to a positive emotional response resulting from an individual's evaluation of their job characteristics, encompassing aspects such as task significance, compensation, supervision, promotional opportunities, and collegial relationships (Robbins & Judge, 2015). High job satisfaction is often linked to increased work engagement, organizational commitment, and productivity, while dissatisfaction may lead to withdrawal behaviors or performance decline. Several studies emphasize that satisfaction arises when employees' expectations align with their work experiences, organizational environment, and psychological needs. Job Satisfaction is the positive or negative feelings that employees have about their jobs, which reflects the extent to which their expectations about the job have been met (Nurillah et al., 2025). Job satisfaction is something within employees that must be paid attention to, considering that employees are living creatures who have reason and thoughts and have different

goals (Finthariasari et al., 2023). Job satisfaction is an emotional attitude that is pleasant and loves one's job or is closely related to the employee's attitude towards his/her own job, work situation, cooperation between management and fellow employees (Orbandi et al., 2021).

Motivation

Motivation is a driving force behind individual behavior toward achieving goals. It is influenced by both intrinsic factors—such as personal growth and recognition—and extrinsic factors like compensation, job security, and working conditions (Edison et al., 2017 ; Qomariah, 2020). Theories such as Maslow's hierarchy of needs and Herzberg's two-factor theory underline that motivation is not only about avoiding dissatisfaction but also about creating conditions that actively foster engagement and purpose at work. In organizational settings, motivated employees tend to exhibit higher levels of performance and satisfaction. Motivation is an internal drive to fulfill specific needs, arranged in a hierarchy from basic needs to self-actualization (Finthariasari & Saputri, 2020). Maslow introduced a hierarchy of needs, including physiological needs, safety, love and belonging, self-esteem, and self-actualization. Motivation is a process that begins with physiological or psychological deficiencies that drive behavior or drives aimed at goals or incentives. Understanding the motivation process depends on understanding and the relationship between needs, drives, and incentives. Internal drives are drives that arise from within the conscience of each individual without being influenced by external factors. Therefore, the first basis for cultivating motivation in order to succeed and continue to develop is not only satisfying material needs, but equally important is fulfilling non-material needs, namely spiritual needs. External drives arise from external stimuli to the individual, for example from the conditions of the work environment or from the provision of facilities given to employees (Setyawan et al., 2021).

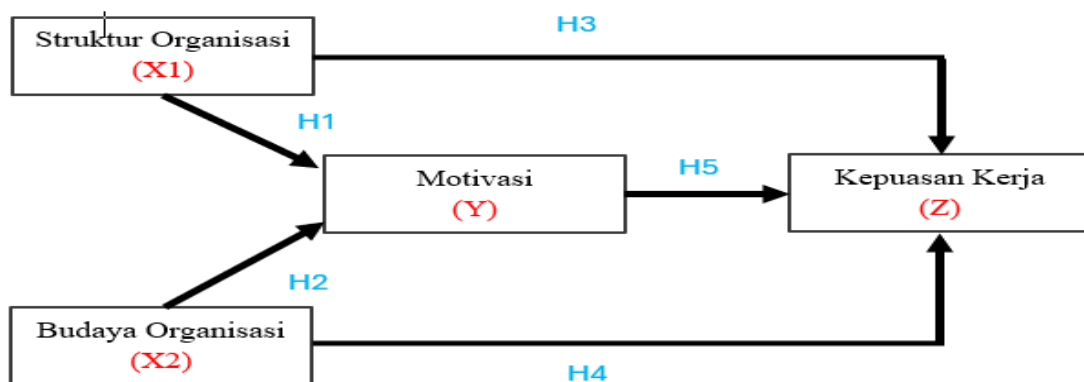
Organizational Structure

According to Suhardi (2018), organization is a planning process. This relates to the structure or pattern of working relationships between people within a business entity. Organizational structure defines how tasks are formally divided, grouped, and coordinated (Robbins & Judge, 2015). Common dimensions include work specialization, departmentalization, chain of command, span of control, centralization versus decentralization, and formalization. A well-designed structure enhances communication clarity and role definition, fostering operational efficiency. However, excessive specialization or unclear reporting lines can reduce flexibility and dampen employee motivation and satisfaction. Based on the opinions of experts, it can be concluded that the organizational structure is a system used to divide, group, and coordinate tasks or work and show specialization of work, command channels and reporting of reports. Organizational structure is a formal framework used to organize tasks, relationships between tasks, and authority and responsibility within an organization (Arianty, 2014).

Organizational Culture

Organizational culture is an intangible social force that can motivate employees to carry out work tasks (Finthariasari & Septiani, 2022). Organizational culture is defined as norms, values, assumptions, beliefs, and philosophies, these habits that are developed over a long period of time by the founder or leader of the organization who socializes and applies them to new members in the organization so that they influence the mindset, attitudes and behavior of employees in the organization in producing products, serving consumers and achieving organizational goals (Saputra et al., 2020). Organizational culture embodies the shared norms, values, and practices that shape members' behavior and influence workplace interactions (Edison et al., 2017; Schein, 2010). It functions as a system of meaning that differentiates one organization from another. Organizational culture is a pattern of basic assumptions discovered, developed, or created by a group in learning to cope with its problems of external adaptation and internal integration, which is successful enough to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. Organizational culture is essentially the organization's core values, which serve as the foundation for the attitudes, behaviors, and actions of all members. Organizational culture is the way people behave within an organization. It is a set of norms consisting of shared beliefs, attitudes, core values, and behavioral patterns within the organization (Arini et al., 2022). Dimensions of culture include self-awareness, team orientation, performance emphasis, and mutual respect. When internalized, a strong culture can foster belongingness and engagement. However, when culture is poorly aligned with employees' needs or values, it can impede motivation and satisfaction.

Research Framework :



Theoretical Framework Diagram

Based on these, the following hypothesis are proposed:

- H1: Organizational structure influences motivation
- H2: Organizational culture influences motivation
- H3: Motivation influences job satisfaction
- H4: Organizational structure influences job satisfaction

- H5: Organizational culture influences job satisfaction
- H6: Motivation mediates the relationship between structure and satisfaction
- H7: Motivation mediates the relationship between culture and satisfaction

RESEARCH METHOD

Research Design

This study adopts a **quantitative explanatory approach** using a **causal research design**, aiming to examine the direct and indirect effects of organizational structure and organizational culture on employee job satisfaction through the mediating role of motivation. The analytical framework employed is **Partial Least Squares – Structural Equation Modeling (PLS-SEM)**, suitable for complex models with multiple latent variables and modest sample sizes.

Population, Sample, and Sampling Technique

The population of this study comprises all permanent employees of PHE Jambi Merang, totaling 104 individuals. A sample of 51 employees was selected using simple random sampling, with the sample size determined via Slovin's formula at a 10% margin of error. Inclusion criteria included employees with a minimum tenure of one year and age between 20 and 56 years, spanning across several departments such as Production, RAM, HSSE, and Facility Operation.

Data Collection Methods

Primary data were collected using a **structured questionnaire** based on established constructs for each variable:

- **Organizational Structure:** adapted from Robbins & Judge (2015), including dimensions such as work specialization, departmentalization, chain of command, span of control, and formalization.
- **Organizational Culture:** adopted from Edison et al. (2017) including indicators like self-awareness, team orientation, and performance drive.
- **Motivation:** based on the hierarchy of needs and leadership support frameworks (Edison et al., 2017 ; Qomariah, 2020)).
- **Job Satisfaction:** captured using facets such as work content, compensation, supervision, and collegial relationships (Robbins & Judge, 2015).

All items were rated on a **5-point Likert scale** ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). The survey instrument was pre-tested for content validity and reliability prior to full distribution.

Data Analysis Techniques

Data were analyzed using **SmartPLS 4.0**, employing the following stages:

- **Measurement Model Evaluation (Outer Model):** to assess construct validity and reliability using indicator loadings, Average Variance Extracted (AVE), Cronbach's alpha, and Composite Reliability (CR).
- **Structural Model Evaluation (Inner Model):** to evaluate hypothesized

relationships using path coefficients, t-statistics (via bootstrapping with 5,000 resamples), R^2 for explanatory power, and f^2 for effect sizes.

- **Mediation Analysis:** to assess the role of **motivation as a mediating variable** using indirect effect testing and significance levels ($p < 0.05$).

The model was considered acceptable if it satisfied convergent validity ($AVE > 0.5$), internal consistency ($CR > 0.7$), and no significant multicollinearity ($VIF < 5$). The total variance explained (R^2) and predictive relevance (Q^2) were also reported to ensure robust model quality.

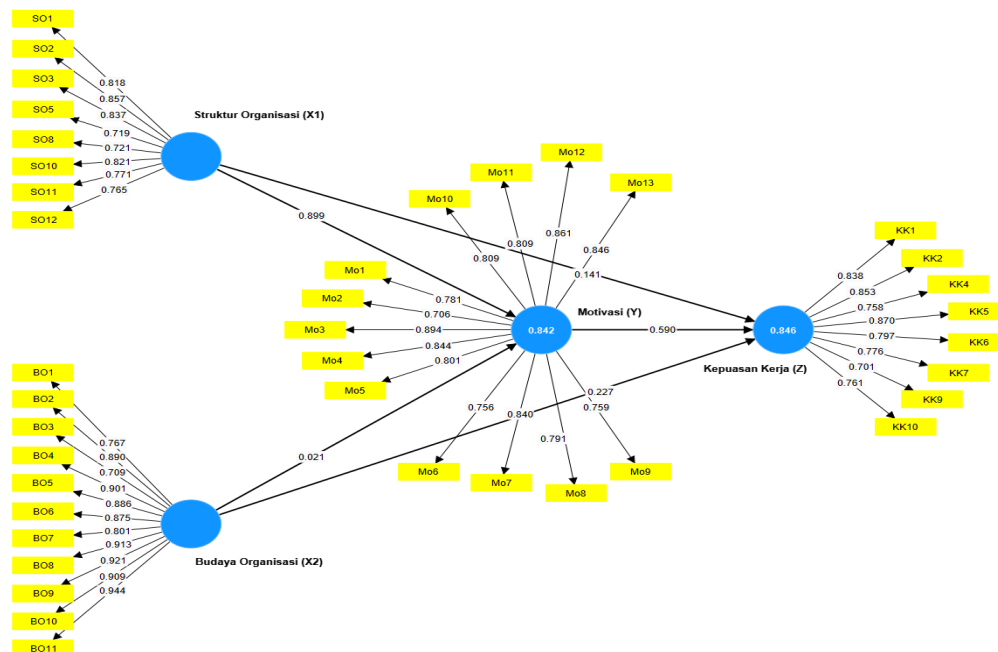
RESEARCH RESULTS AND DISCUSSION

Conceptual Model Visualization

The study examines the direct and indirect influences of **Organizational Structure** and **Organizational Culture** on **Job Satisfaction**, with **Motivation** as a mediating variable. The empirical model tested using PLS-SEM is visualized as follows:

Full Conceptual Model – Structural Equation Output

Figure 1. Final structural model after calculation

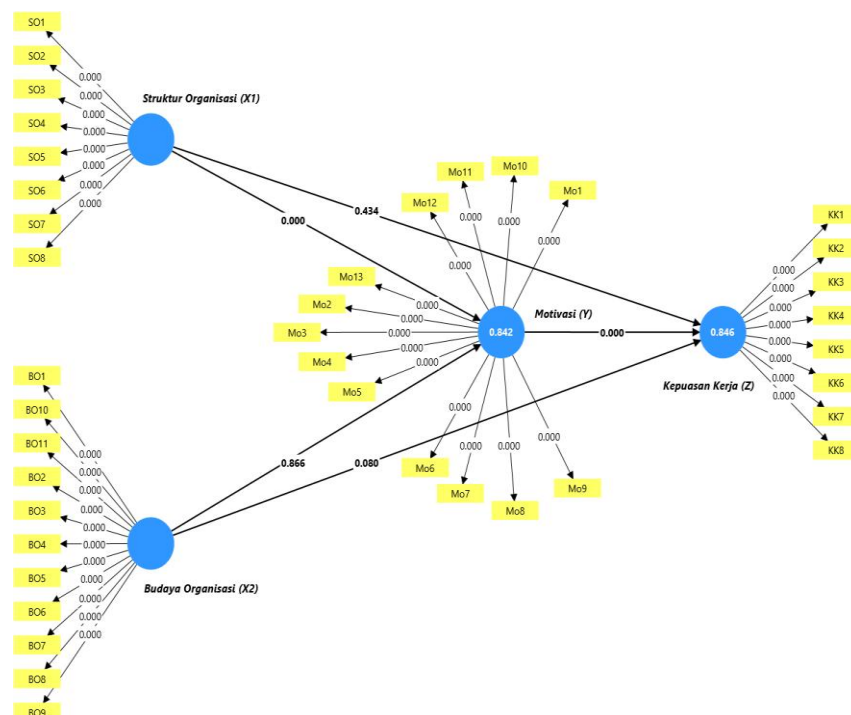


Measurement and Structural Model Evaluation

- Convergent Validity: All retained indicators showed strong loadings (≥ 0.70)
- Composite Reliability: Exceeded 0.90 for all constructs, indicating high internal consistency

- AVE (Average Variance Extracted): All constructs > 0.60, affirming construct convergence
- Discriminant Validity: HTMT values < 0.90 confirm sufficient construct separation
- R² Values:
- *Motivation*: 0.842
- *Job Satisfaction*: 0.846

Figure 2. Final structural model output after bootstrapping with standardized path coefficients and indikator loadings



Hypothesis Testing Summary

Table 1. Path Coefficient

Hypothesis	Original Sample (O)	T-Statistics (10/STDEVI)	P Values	Result
H1 : ORGANIZATIONAL STRUCTURE → MOTIVATION	0,899	8,171	0,000	Significant
H2 : ORGANIZATIONAL CULTURE → MOTIVATION	0,021	0,169	0,866	Not Significant
H3 : ORGANIZATIONAL STRUCTURE → JOB SATISFACTION	0,141	0,783	0,434	Not Significant
H4: ORGANIZATIONAL CULTURE → JOB SATISFACTION	0,227	1,752	0,080	Marginal

H5 : MOTIVATION → JOB SATISFACTION	0,590	3,889	0,000	Significant
H6 : ORGANIZATIONAL STRUCTURE → MOTIVATION → JOB SATISFACTION	0,530	3,411	0,000	Significant
H7 : ORGANIZATIONAL CULTURE → MOTIVATION → JOB SATISFACTION	0,013	0,168	0,866	Not Significant

Source: Processed data, 2025

DISCUSSION

This research examines the influence of organizational structure change and organizational culture on employee job satisfaction at PHE Jambi Merang, mediated by motivation. The study is grounded in Robbins & Judge (2015), theory of organizational structure—which emphasizes key dimensions such as work specialization, chain of command, span of control, and formalization—and in Edison et al., (2017) framework on motivation, which posits that employee drive emerges from a combination of internal needs, behavioral impulses, and goal orientation.

The findings reveal that organizational structure significantly influences motivation ($T = 8.057$, $p < 0.001$). This supports the theoretical proposition that structural clarity—through defined roles, reporting lines, and procedural workflows—fosters confidence, reduces uncertainty, and energizes employees to meet performance expectations. When employees understand their responsibilities and communication paths, they are more likely to feel secure and purposeful in their roles, contributing to greater motivation.

Interestingly, contrary to initial assumptions and prevailing literature, organizational culture did not show a statistically significant effect on motivation ($T = 0.167$, $p = 0.868$). Although descriptive analysis indicated a positive perception of the existing culture, the statistical results suggest that these shared values have not translated into meaningful motivational engagement. This may be due to a lack of emotional resonance or behavioral alignment between organizational norms and individual employee values.

Additionally, the research shows that changes in organizational structure do not directly impact job satisfaction ($T = 0.798$; $p = 0.425$) but have a significant indirect effect via motivation ($T = 3.566$; $p < 0.001$). This underscores the importance of motivation as a mechanism through which structural reforms affect employee perceptions of their work. Without corresponding increases in motivation, structural redesign alone may not enhance satisfaction.

Organizational culture, on the other hand, exhibited a marginal and statistically non-significant influence on job satisfaction ($T = 1.721$; $p = 0.085$). While culture may play a foundational role in shaping the organizational climate, it does not appear to directly drive employees' sense of fulfillment in this case. This suggests that culture-building efforts should be paired with other practical interventions that target employee experience more concretely.

Most notably, motivation emerged as the most powerful predictor of job satisfaction ($T = 4.076$; $p < 0.001$). This result highlights the central role of motivational dynamics in fostering workplace well-being. Employees who are driven by a sense of

personal growth, safety, self-worth, and internal achievement are more likely to report high levels of satisfaction.

In sum, the study suggests that while both structure and culture are vital aspects of organizational design, the pathway to employee satisfaction must pass through the lens of motivation. Organizational efforts to boost satisfaction should therefore prioritize motivational levers—such as leadership engagement, development opportunities, and incentive alignment—underpinned by a well-structured operational framework.

CONCLUSION

This study investigated the influence of organizational structure and organizational culture on job satisfaction, with motivation as a mediating variable, using the context of PHE Jambi Merang. Based on the PLS-SEM results, several key conclusions can be drawn:

1. **Organizational structure has a strong and direct effect on employee motivation**, and an indirect significant effect on job satisfaction through that motivation. This affirms the pivotal role of clear workflow systems and hierarchical alignment in fostering motivational energy.
2. **Organizational culture does not significantly influence motivation**, nor does it exert a meaningful indirect effect on job satisfaction. However, it shows a marginal direct relationship with satisfaction, indicating partial relevance in employee psychological outcomes.
3. **Motivation emerges as the strongest predictor of job satisfaction**, acting as a key intermediary for structural elements to meaningfully influence employee well-being.

These findings underscore the centrality of motivation as both an outcome of structural design and a driver of job satisfaction. Consequently, managerial strategies should be centered on enhancing motivation through structural clarity and purpose-driven HR practices.

REFERENCE

- Arianty, N. (2014). *Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai*. 14(c), 1–43.
- Arini, E., Ramadani, M., & Finthariasari, M. (2022). Pengaruh Servant Leadership dan Budaya Organisasi Terhadap Kinerja Karyawan Di Hotel Santika Bengkulu. *Jurnal Akuntansi, Manajemen Dan Ekonoman Ekonomi Islam (JAM-EKIS)*, 5(2), 1–12. <https://jurnal.umb.ac.id/index.php/jamekis/article/view/3518/3071>
- Edison, E., Anwar, Y., & Komariyah, I. (2017). *Manajemen Sumber Daya Manusia*. CV. Alfabeta.

- Finthariasari, M., Handayani, S., & Prawitasari, A. (2023). Faktor - Faktor Yang Mempengaruhi Kepuasan Kerja Karyawan PT. Indomaco Adi Prima Kota Bengkulu. *Jurnal Akuntansi, Manajemen Dan Ekonomi Islam (JAM-EKIS)*, 6(1), 115–129. <https://doi.org/https://doi.org/10.36085/jam-ekis> FAKTOR-FAKTOR
- Finthariasari, M., & Saputri, D. D. (2020). Analisis Minat, Motivasi, Pekerjaan Yang Diharapkan, & Lingkungan Belajar Terhadap Keputusan Mahasiswa Memilih Program S1 Fakultas Ekonomi (Studi Pada Mahasiswa Ekonomi Di Perguruan Tinggi Kota Bengkulu). *Jurnal Manajemen Modal Insani Dan Bisnis (JMMIB)*, 1(2), 192–202. <https://jurnal.imsi.or.id/index.php/jmmib/article/view/21>
- Finthariasari, M., & Septiani, Y. (2022). Pengaruh Kepemimpinan Budaya Organisasi dan Komunikasi Interpersonal Terhadap Karyawan Pada PT. Telekomunikasi Indonesia Tbk. Kota Bengkulu. *ESCAF*.
- Nurillah, R. A., Supeni, R. E., Izzuddin, A., & Finthariasari, M. (2025). Pengaruh Kualitas Pelayanan, Komunikasi Interpersonal, dan Disiplin Kerja Terhadap Kepuasan Masyarakat Pada Kantor DP3AKB Kabupaten Jember. *Jurnal Akuntansi, Manajemen Dan Ekoni*, 8(1). <https://doi.org/https://doi.org/10.36085/jam-ekis>
- Orbandi, H., Indriasari, N., Anggraini, I., & Finthariasari, M. (2021). Hubungan Disiplin Kerja dan Kepuasan Kerja Dengan Kinerja Pegawai Pada Dinas Pendidikan dan Kebudayaan Provinsi Bengkulu. *Jurnal Ilmiah Akuntansi, Manajemen & Ekonomi Islam (Jam-Ekis)*, 4(2), 315–325.
- Qomariah, N. (2020). *Manajemen Sumber Daya Manusia (Teori, Aplikasi dan Studi Empiris)*. CV. Pustaka Abadi.
- Robbins, S. P., & Judge, T. (2015). *Perilaku Organisasi*. Salemba Empat.
- Saputra, E. F., Finthariasari, M., & Bustami, T. (2020). Pengaruh Lingkungan Kerja dan Budaya Organisasi Terhadap Produktivitas Kerja Karyawan. *Jurnal Entrepreneur Dan Manajemen Sains*, 1(2), 99–105. www.jurnal.umb.ac.id
- Schein, E. H. (2010). *Organizational Culture and Leadership*. Jossey Bass.
- Setyawan, T. B., Ekowati, S., Ratnawili, & Yulinda, A. T. (2021). Pengaruh kompetensi dan motivasi terhadap kinerja karyawan Rumah Sakit Daerah Argamakmur Bengkulu Utara. *Jurnal Entrepreneur Dan Manajemen Sains (JEMS)*, 2(2), 447–455.
- Suhardi. (2018). *Buku Pengantar Manajemen*. Gava Media.
- Syahlani, A., Setyorini, D., & Finthariasari, M. (2022). Hubungan Kompensasi Dengan Kepuasan Kerja. *Jurnal Akuntansi, Manajemen Dan Ekonomi Islam (JAM-EKIS)*, 5(2), 153–162.