

WORK ETHICS, ORGANIZATIONAL CULTURE, AND WORKLOAD PERSPECTIVES ON USTAINABLE EMPLOYEE PERFORMANCE: JOB SATISFACTION AS AN INTERVENING VARIABLE AMONG SECURITY EMPLOYEES

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Abstract

This research explores how work ethics, organizational culture, and workload influence the long-term performance of security employees, with job satisfaction acting as a mediating factor. Security staff are essential in safeguarding business operations and organizational continuity, both from internal disruptions and external threats. Using a quantitative method, the study involved 154 selected permanent employees through purposive sampling. Data were processed using Structural Equation Modeling (SEM) with SmartPLS version 4.0. The results indicate that work ethics have no significant impact on either job satisfaction or sustainable performance. In contrast, organizational culture has a notable positive effect on both, highlighting the importance of a supportive and well-aligned workplace culture. Although workload does not directly affect satisfaction, it contributes positively to performance when aligned with employee capabilities. Job satisfaction significantly influences sustainable performance and serves as an intermediary in the relationship between organizational culture and performance, yet it does not mediate the effects of work ethics or workload. These outcomes provide valuable insights for managerial practices in enhancing human resource development by focusing on workplace culture and employee satisfaction to achieve sustainable performance goals.

Keywords: Work Ethics, Organizational Culture, Workload Management, Employee Satisfaction, Long-Term Performance

INTRODUCTION

This Ensuring security has become a fundamental requirement for maintaining the continuity and operational effectiveness of organizations, particularly those operating in environments with potential risks. In Indonesia, the role of security personnel extends beyond physical protection to include handling disruptions such as internal conflicts or external threats. Despite their strategic importance, the sustainable performance of security staff often faces obstacles related to ethical conduct, organizational culture, and workload balance. This research seeks to explore how work ethics, organizational culture, and workload influence the sustainable performance of employees, with job satisfaction serving as a mediating variable. Focused on PT. Multi Garda Mandiri, a major security service provider, this study contributes to the theoretical discourse by deepening our understanding of the interactions between personal values, workplace conditions, and job outcomes. Practically, the research provides relevant insights for leaders in the security industry in managing human capital more effectively. The novelty of this research lies in the integration of psychological, cultural, and workload-related factors into a single analytical model of sustainable performance, which is rarely investigated in the context of outsourced security services. The results show that a

strong organizational culture significantly boosts satisfaction and performance, while work ethics and workload show limited effects unless they are aligned with employee capacity. These findings suggest that sustainable performance in high-responsibility roles depends not only on technical expectations but also on the quality of the work environment and the psychological well-being of the employees

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Grand Theory

Goal Setting Theory highlights the importance of the connection between established goals and the resulting performance. It explains that individuals who clearly understand the goals expected by the organization are more likely to adjust their work behavior to achieve those goals (Swann et al., 2021). Rahayu, Kurniawan, & Dika (2022) explain that this theory emphasizes the connection between goal clarity and performance outcomes. The core idea is that when individuals understand the goals expected by the organization, this understanding will influence their work behavior. If individuals are committed to achieving those goals, such commitment will ultimately affect their performance results

Work Ethics

Work ethic is understood as a reflection of an individual's behavior and attitude toward their job, including the extent to which they are willing to engage in organizational activities, demonstrate loyalty, and perceive recognition and career development opportunities (Arfan & Dewi, 2025). Work ethic is a positive attitude toward understanding and adhering to the rules or norms applied within a company. It reflects a meaningful disposition held by individuals or groups and serves as a key factor in performance evaluation (Suryadi & Karyono, 2022).

Organizational Culture

Organizational culture is highly important for both companies and employees, as it provides a framework for understanding member behavior and the working climate within the environment where tasks are carried out (Daslim et al., 2023). Organizational culture is a significant set of understandings, including norms, values, attitudes, and beliefs (Paramita & Kartika, 2020). According to Hadiyatno et al. (2021) organizational culture serves as a guide for employee behavior in achieving shared goals and also influences decision-making processes, leadership styles, and internal communication patterns

Workload

Workload is an individual's assessment of the balance between motivational capacity and job demands, which is also influenced by various activities. It refers to the amount of work assigned to a position, calculated by multiplying the volume of tasks with the standard time required to complete them (Azhar et al., 2023). In line with this view, a well-balanced and properly managed workload can enhance employee motivation and job satisfaction, while also positively impacting overall productivity and company performance. Therefore, it is essential for companies to pay attention to the factors influencing workload and take necessary actions to ensure the well-being of their employees (Putra & Purwaningrat, 2022)

Sustainable Employee Performance

Consistent and high-quality performance serves as a fundamental basis for achieving employee sustainable performance, which refers to the ability to maintain long-term effectiveness that positively contributes to the organization (Ul Hosna et al., 2021). Employee sustainable performance is defined as a self-regulation process that enables employees to continuously and efficiently achieve optimal performance throughout their career (Ji et al., 2021). Min et al. (2020) describe employee sustainable performance as the continuous effort of an employee to develop personally while also contributing to the growth of the organization where they work

Job Satisfaction

Job satisfaction is an emotional attitude experienced by an employee or a group of employees who perceive their work as enjoyable and take pleasure in the tasks they perform (Bunawan & Turangan, 2021). Job satisfaction is a positive attitude expressed by an employee, reflected through their feelings and behavior, and is considered an important aspect for the employee personally (Christian & Ekawati, 2022)

H1: Work Ethics → Job Satisfaction

Based on several journals reviewed by the researcher Rivai et al. (2021) stated that work ethic has an influence on employee job satisfaction at PT Mahkota Group Tbk. In line with this, the study conducted by Kamalaselvi & Mahalakshmi (2020) analyzed the impact of workplace ethics on job satisfaction and job commitment among faculty members in self-financed colleges. The findings revealed that staff members with a strong sense of work ethics were more satisfied and committed to their jobs. The results demonstrated a moderate positive relationship between ethical climate and job satisfaction. Similarly, the research by Ramaite et al. (2022) found that a positive relationship with work ethics is associated with job engagement profiles, which in turn affect employee job satisfaction and engagement levels.

H1: Work ethics have a positive and significant effect on job satisfaction

H2: Organizational Culture → Job Satisfaction

The study by Janićijević et al. (2018) found that job satisfaction is influenced by the gap between the importance of a specific job characteristic to an employee and the employee's satisfaction with that characteristic. This finding is supported by research from Mulyandi & Rusly (2020) which emphasizes that organizational culture plays a significant role in creating a comfortable work environment that can enhance employee productivity. Further support is provided by Huang et al. (2024), who confirmed that organizational culture affects job satisfaction.

H2: Organizational culture have a positive and significant effect on job satisfaction

H3: Workload → Job Satisfaction

The study conducted by Haryati et al. (2023) revealed that the statistical analysis of workload on job satisfaction showed a significance value of 0.013, which is lower than the 0.05 threshold. This indicates that workload comprising factors such as the number of tasks, available employee time, types of assignments, and task complexity affects employee job satisfaction within the organizational context. Workload has a significant and negative effect on job satisfaction, as demonstrated in the study by (Salsabilla et al., 2022).

H3: Workload has a positive and significant effect on job satisfaction

H4: Work Ethics → Sustainable Employee Performance

Work ethic has been shown to significantly influence employee performance at the Regional Tax and Retribution Management Office in Medan, as stated by (Jufrizen & Pratiwi, 2021). This finding is supported by research conducted by Damayanti et al. (2021), which indicates through the Coefficient Table that the work ethic variable has a positive relationship and significant effect on employee performance, evidenced by a P-value of 0.018, which is below the 0.05 significance level. ***H4: Work ethics have a positive and significant effect on sustainable employee performance***

H5: Organizational Culture → Sustainable Employee Performance

Prawitasari et al. (2022) stated that work culture has a significant direct effect on employee performance, with a direct influence value of 0.702 and a significance level of 0.000, which is below

0.05. Another study by Purwaningsih et al. (2024) also found that work culture has a positive and significant impact on the performance of employees at the Regional Secretariat of East Java Province. These findings suggest that the better the work culture in the organization, the better the performance of its employees

H5: Organizational culture have a positive and significant effect on sustainable employee performance

H6: Workload→ Sustainable Employee Performance

Research at Hotel Aneka Lovina Singaraja revealed that workload and work stress negatively affect employee performance, where a high workload increases stress levels and ultimately reduces performance (Bagia & Suci, 2018). Similar findings were observed in a study at PT. Tirta Mumbul Jaya Abadi, indicating that excessive workload contributes to higher work stress, which in turn negatively impacts employee performance (Prabhawanti & Widhiyani, 2018).

H6: Workload has a positive and significant effect on sustainable employee performance

H7: Job Satisfaction→ Sustainable Employee Performance

The study conducted by Adanlawo et al. (2024) emphasizes the importance of understanding the relationship between job satisfaction and job performance at UNIZULU, filling the gap by providing research-based insights to assist university management in identifying components of job satisfaction that can enhance employee productivity and performance. Meanwhile, Wahyudi et al. (2023) stated that job satisfaction has a positive and significant effect on employee performance, meaning that higher levels of job satisfaction among employees at the Department of Environment and Sanitation in Pekanbaru City lead to improved performance outcomes

H7: Job satisfaction has a positive and significant effect on sustainable employee performance

H8: Work Ethics→ Sustainable Employee Performance → Job Satisfaction (Mediation)

Nurudeen et al. (2021) stated that work ethic reflects employee satisfaction demonstrated in practice, although some employees still struggle to enhance their work ethic from a causal perspective. Therefore, high job satisfaction should be supported to fully contribute to improved employee performance. On the other hand, job satisfaction has been proven to enhance employee performance. Furthermore, a study by Alwi & Hermiati (2024) found that job satisfaction serves as a mediating variable between work ethic and employee performance.

H8: Work ethics influence sustainable performance through job satisfaction as a mediating variable

H9: Organizational Culture→ Sustainable Employee Performance → Job Satisfaction (Mediation)

Nariah (2020) stated that organizational culture and job satisfaction significantly influence employee performance. However, based on the results of the indirect path coefficient (mediation analysis), organizational culture was found to have a positive but not significant effect on employee performance through job satisfaction as a mediating variable. This finding was supported by the study conducted by Sudhana (2023) at the Communication Division of the Center for Educational Technology, Special Regional Office of Education, Youth, and Sports in Yogyakarta

H9: Organizational culture influence sustainable performance through job satisfaction as a mediating variable

H10: Workload→ Sustainable Employee Performance → Job Satisfaction (Mediation)

Based on the study conducted by Aisyah et al. (2023) it was concluded that workload has a positive and significant effect on employee performance at Bank Sumut Regional 1 Medan. Furthermore, job satisfaction and workload jointly influence employee performance. This means that when employees

feel satisfied because they receive their rightful benefits and experience a reasonable workload— such as having manageable working hours and appropriate overtime compensation— their performance improves, as evidenced by the research of Maulana et al. (2023) at PT Angkasa Aviassi Servis, Pekanbaru Branch

H10: Workload influence sustainable performance through job satisfaction as a mediating variable

RESEARCH METHODS

Research Design

The research model presented below visually depicts the theoretical relationships proposed in this study, serving as the foundation for hypothesis testing and analysis

Population and Sample

This study involved a population of 250 security employees at PT MGM. The sampling technique used was the Slovin method. Based on the calculation using the Slovin formula, the number of respondents selected for this study was 154

Data Collection and Instrument Development Technique

In this study, the researcher utilized both primary and secondary data as sources of information. Secondary data was used to support the primary data. The primary data was obtained from respondents through questionnaires, covering indicators such as Work Ethic, Organizational Culture, and Workload that influence Employee Performance, with Job Satisfaction as the intervening variable. Secondary data can be obtained from various sources, including documents, government publications, industry analyses by the media, websites, and the internet. The primary data collection instrument was a structured questionnaire consisting of closed-ended questions using a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The Likert scale, which is ordinal in nature, was used to measure respondents' attitudes, opinions, and perceptions related to the research variables.

Data Analysis Technique

Before distribution, a preliminary test was conducted to verify the instrument’s reliability and validity. For data analysis, the study utilized Structural Equation Modeling with the SmartPLS 4.0 application, enabling a comprehensive assessment of the relationships among variables through both measurement (outer) and structural (inner) models. Bootstrapping was used to determine the significance of path coefficients. As the research did not involve any laboratory tools or physical materials, there were no technical specifications to report. All procedures were executed digitally, ensuring both accessibility and data integrity. Ethical considerations were observed throughout the process, including informed consent and confidentiality of respondent information

RESULTS AND DISCUSSION

Convergent validity was assessed using the Average Variance Extracted (AVE) and outer loadings, with a recommended AVE threshold of > 0.50 indicating that the construct explains more than half of the variance in its indicators (Sarstedt et al., 2020). Reliability testing in PLS analysis was conducted using Cronbach's Alpha and Composite Reliability to measure the internal consistency of variables based on a number of indicators. Reliability was considered adequate if the Cronbach's Alpha and Composite Reliability values were each > 0.7 (Sarstedt et al., 2020)

Table 1. Validity and Reliability

Variable	Convergent Validity	Reliability	
	Average Variance Extracted (AVE)	Cronbach Alpha	Composite Reliability

Work Ethic	0.567	0.905	0.922
Organizational Culture	0.559	0.939	0.947
Workload	0.588	0.913	0.928
<i>Sustainable Employee Performance</i>	0.564	0.940	0.948
Job Satisfaction	0.560	0.947	0.953

Note : Average Variance Extracted (AVE) > 0,50; Cronbach Alpha >0,7 ; Composite Reliability > 0,7
 The reliability and validity of the measured survey items for all variables (work ethics, organizational culture, workload, sustainable employee performance, job satisfaction) used in this study were analyzed, and Table 1 shows the specific results. According to the analysis, AVE of every variable was above 0,5 this indicates that convergent validity is good, with the construct explaining more than 50% of the variability. Cronbach's alpha and Composite Validity of every variable was at least 0.905 indicating high reliability

Discriminant validity testing is essential to ensure that each reflective indicator accurately measures its intended construct and remains distinct from other constructs within the model. It confirms that each latent variable is both theoretically and statistically different from the others. In this study, discriminant validity was assessed using two widely accepted methods: the Heterotrait Monotrait Ratio (HTMT) and the Fornell-Larcker Criterion. According to Sarstedt et al. (2020), a valid HTMT value should be below 0.90, indicating an acceptable level of discriminant validity between constructs. Meanwhile, the Fornell-Larcker Criterion requires that the square root of the Average Variance Extracted (AVE) for each construct must be greater than its correlation with other constructs, thereby demonstrating that the construct shares more variance with its own indicators than with others. The application of both methods in this study provides strong evidence that the constructs used are clearly differentiated from one another, supporting the validity and reliability of the measurement model.

Table 2. Heterotrait-Monotrait Ratio (HTMT)

	Workload	Organizational Culture	Work Ethic	Job Satisfaction	<i>Sustainable Employee Performance</i>
Workload					
Organizational Culture	0.516				
Work Ethic	0.553	0.761			
Job Satisfaction	0.472	0.687	0.488		
Sustainable Employee Performance	0.656	0.653	0.535	0.716	

Note : HTMT < 0,9

Based on the validity test using the Heterotrait-Monotrait Ratio (HTMT) approach, all variables in this study showed HTMT values below the recommended maximum threshold of 0.90. This indicates that each variable has an adequate level of discrimination from the others, leading to the conclusion that the developed research model meets the criteria for discriminant validity and is suitable for further analysis. Discriminant validity can also be assessed using the Fornell-Larcker Criterion, which involves comparing the square root of the Average Variance Extracted (AVE) of each construct with the correlations between constructs in the model. If the square root of a construct's AVE is greater than its correlation with any other construct, the construct is considered to have adequate discriminant validity (Sarstedt et al., 2020)

Table 3. Fornell-Larcker Criterion

	Workload	Organizational Culture	Work Ethic	Job Satisfaction	<i>Sustainable Employee Performance</i>
Workload	0.767				

Organizational Culture	0.481	0.748			
Work Ethic	0.508	0.702	0.753		
Job Satisfaction	0.453	0.652	0.457	0.748	
Sustainable Employee Performance	0.623	0.615	0.502	0.680	0.751

Referring to Table 3, it is evident that the square root of the AVE for each variable is higher than the correlation values with other variables. This indicates that all variables in the research model meet the criteria for good discriminant validity according to the Fornell-Larcker approach (Sarstedt et al., 2020). In evaluating collinearity within formative measurement models, the Variance Inflation Factor (VIF) serves as a critical diagnostic tool to detect multicollinearity among indicators. According to Sarstedt et al. (2020) VIF values ≥ 5 represent a critical threshold that signals severe multicollinearity, which may compromise the integrity of the model and requires corrective actions, such as removing problematic indicators or combining them into composite indices. Some scholars even recommend caution when VIF values exceed 3, depending on the model's context and sensitivity. In general, a VIF < 3 indicates no multicollinearity, a VIF between 3 and 5 suggests moderate multicollinearity, and a VIF > 5 indicates significant multicollinearity. Therefore, carefully interpreting VIF values is essential to maintain the construct validity and robustness of the structural model

Table 4. Variance Inflation Factor

Path	VIF
Workload → Job Satisfaction	1.406
Workload → Sustainable Employee Performance	1.476
Organizational Culture → Job Satisfaction	2.058
Organizational Culture → Sustainable Employee Performance	2.725
Work Ethic → Job Satisfaction	2.132
Work Ethic → Sustainable Employee Performance	2.139
Job Satisfaction → Sustainable Employee Performance	1.828

Note : VIF < 5

Based on the presented table, all Variance Inflation Factor (VIF) values for the formative measurement indicators fall below the critical threshold, with the lowest recorded value being 1,406. This result indicates the absence of significant multicollinearity among the indicators, suggesting that each indicator contributes uniquely to the latent construct it represents. The low VIF values confirm that the indicators do not excessively overlap in terms of variance, thereby supporting the discriminant contribution of each indicator. Consequently, the model demonstrates strong construct validity and can be considered reliable for further structural analysis.

The coefficient of determination (R^2) describes the extent to which exogenous variables can explain the variability of endogenous variables in the model. R^2 values range from 0 to 1. The closer the value is to 1, the stronger the independent variables are in predicting the endogenous variable; conversely, values closer to 0 indicate weaker predictive power. The R^2 coefficient results in this study are presented in the table below.

Table 5. R Square

Construct	R-Square (R^2)
Job Satisfaction	0.452
Sustainable Employee Performance	0.605

Based on the results of the coefficient of determination (R-Square) test, job satisfaction has an R^2 value of 0.452, indicating that 45.2% of its variance can be explained by the exogenous variables.

in the model. This value falls into the moderate category. Meanwhile, sustainable employee performance has an R^2 value of 0.605, meaning that 60.5% of its variance is explained by other constructs in the model, which places it in the moderate to strong category. Therefore, it can be concluded that the research model has a fairly good predictive capability, particularly in explaining sustainable employee performance and is sufficiently adequate in explaining job satisfaction

The Q^2 value is used to evaluate the model's ability to accurately predict observed values and estimate parameters. It serves as an indicator of the model's predictive relevance for the variables being studied. A Q^2 value greater than zero ($Q^2 > 0$) indicates that the model has good predictive capability for the endogenous variables. Conversely, a negative Q^2 value ($Q^2 < 0$) suggests that the model has weak or no predictive power in explaining the respective variables

Table 6. Predictive Relevance

Construct	Q-Square (Q^2)
Job Satisfaction	0.245
Sustainable Employee Performance	0.311

Based on the data analysis using SmartPLS 4, the Q^2 value for the Job Satisfaction construct (Z) is 0.245, and for the Sustainable Employee Performance construct (Y) is 0.331. Both values are greater than zero ($Q^2 > 0$), indicating that the model has good predictive power for the endogenous variables studied. Referring to the classification by Ghazali & Latan (2020), a Q^2 value of 0.245 reflects moderate predictive relevance for Job Satisfaction, while a value of 0.331 approaches strong predictive relevance for Sustainable Employee Performance. Therefore, the model is considered sufficiently capable of accurately explaining and predicting the variables under investigation

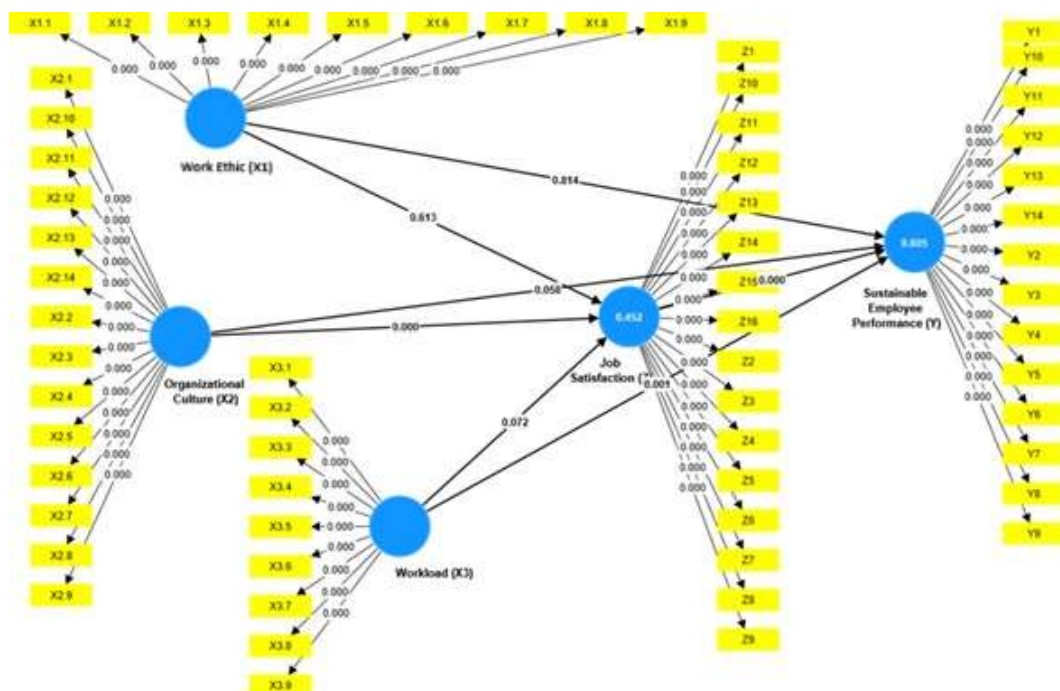


Figure 1. Bootstrapping Result

The hypothesis testing in this study was conducted to assess the influence between exogenous and endogenous variables. The analysis across constructs was performed using the bootstrapping method in the SmartPLS 4 software, with a significance level set at 5%. The interpretation of the results relied on several key indicators, including the path coefficient value representing the direction

and strength of the relationship between variables, the p-value used to determine the presence of a significant effect, and the t-statistic value indicating the level of significance of the relationship

Table 7. Hypothesis Result

Variable	Coefficient	T-Statistics	P Value	Result
Direct Path				
Work Ethic → Job Satisfaction	-0.066	0.506	0.613	Not Supported
Organizational Culture → Job Satisfaction	0.604	5.689	0.000	Supported
Workload → Job Satisfaction	0.197	1.797	0.072	Not Supported
Work Ethic → Sustainable Employee Performance	0.022	0.046	0.963	Not Supported
Organizational Culture → Sustainable Employee Performance	0.172	5.103	0.000	Supported
Workload → Sustainable Employee Performance	0.347	4.443	0.000	Supported
Job Satisfaction → Sustainable Employee Performance	0.400	3.821	0.000	Supported
Indirect Path				
Work Ethic → Job Satisfaction → Sustainable Employee Performance	-0.026	1.655	0.636	Not Supported
Organizational Culture → Job Satisfaction → Sustainable Employee Performance	0.241	3.274	0.000	Supported
Workload → Job Satisfaction → Sustainable Employee Performance	0.079	1.393	0.164	Not Supported

Based on the research findings, a detailed discussion is provided for each proposed hypothesis. Each hypothesis is analyzed in-depth to clarify the relationships among the examined variables. This discussion systematically outlines the results of hypothesis testing, including coefficient values, levels of significance, and interpretations relevant to the theoretical framework and research context. Moreover, it explores potential factors influencing the outcomes, whether supporting or contradicting the initial predictions. This approach aims to provide a comprehensive understanding of the variable dynamics in this study and contribute valuable insights for theory and practice. The following sections present the analysis of each hypothesis

H1: The Influence of Work Ethic on Job Satisfaction

The research findings indicate that Work Ethics do not have a significant effect on Job Satisfaction among security employees at PT. MGM, as shown by a t-value of 0.506 and a p-value of 0.613. This suggests that while work ethics are important, other factors may play a more dominant role in influencing job satisfaction. This is further supported by Sugiardi (2021), whose study also concluded that Work Ethics do not significantly impact Job Satisfaction. However, in the context of PT. MGM, factors such as organizational culture or workload are likely to have a greater influence on employee satisfaction

H2: The Influence of Organizational Culture on Job Satisfaction

This study found that Organizational Culture has a positive and significant effect on Job Satisfaction, with a t-value of 5.689 and a p-value of 0.000. A strong and positive organizational culture can foster a supportive work environment, enhance a sense of belonging, and boost employee motivation. Additionally, Van Tran et al. (2023) emphasized that a culture that encourages creativity and innovation can enhance employee job satisfaction

H3: The Influence of Workload on Job Satisfaction

The analysis results show that Workload does not have a significant effect on Job Satisfaction, with a t-value of 1.797 and a p-value of 0.072. Nevertheless, several studies suggest that excessive

workload can lead to job stress, which in turn lowers job satisfaction. This finding is also supported by Firdaus & Anah (2024), who found that workload does not affect job satisfaction. However, in the context of PT. MGM, the workload may still be within a tolerable range, thus not significantly influencing employee satisfaction

H4: The Influence of Work Ethic on Sustainable Employee Performance

This study revealed that Work Ethics do not have a significant effect on Sustainable Employee Performance, with a t-value of 0.046 and a p-value of 0.963. Valentine & Fleischman (2008) found that alignment between an individual's preference for an ethical climate and their perception of the organization's ethical climate is associated with job satisfaction and the intention to remain with the organization. This finding is also supported by Faiqurrutab et al. (2023). However, in the context of PT. MGM, work ethics may not be strong enough to directly influence employee performance

H5: The Influence of Organizational Culture on Sustainable Employee Performance

A strong and positive organizational culture can enhance employee performance by creating a supportive and motivating work environment. This study found that organizational culture has a positive and significant effect on sustainable employee performance, with a t-value of 5.103 and a p-value of 0.000. Korda & Rachmawati (2022) stated that a strong organizational culture contributes to improved employee performance through increased job satisfaction and organizational commitment. Additionally, research by Satria et al. (2024) showed that a supportive organizational culture can improve employee performance by enhancing job satisfaction

H6: The Influence of Workload on Sustainable Employee Performance

A well-balanced workload can enhance employee performance by promoting productivity and efficiency. This study found that workload has a positive and significant effect on sustainable employee performance, with a t-value of 4.443 and a p-value of 0.000. Meanwhile, research by Kuncorowati et al. (2022) showed that a balanced workload can boost employee performance through increased job satisfaction

H7: The Influence of Job Satisfaction on Sustainable Employee Performance

High job satisfaction encourages employees to be more productive and loyal, which in turn can enhance sustainable performance. This study found that job satisfaction has a positive and significant effect on sustainable employee performance, with a t-value of 3.821 and a p-value of 0.000. Kuncorowati et al. (2022) found that job satisfaction positively contributes to employee performance, especially when supported by fair compensation and strong organizational commitment. Similarly, research by Maharani et al. (2025) showed that high job satisfaction can improve employee performance through the development of a positive organizational culture.

H8: The Mediating Role of Job Satisfaction in the Relationship between Work Ethic and Sustainable Employee Performance

Job satisfaction has the potential to act as a mediating variable in the relationship between work ethics and employee performance. However, this study reveals that job satisfaction does not significantly mediate the relationship between work ethics and employee performance, with a t-value of 0.473 and a p-value of 0.636. Kurniasari & Bahjahtullah (2022) also stated that work ethics and job satisfaction do not significantly influence employee performance through job satisfaction, indicating that job satisfaction does not mediate the effect of Islamic work ethics on performance.

H9: The Mediating Role of Job Satisfaction in the Relationship between Organizational Culture and Sustainable Employee Performance

Job satisfaction can act as a mediator in the relationship between organizational culture and employee performance. This study shows that job satisfaction significantly mediates the effect of organizational culture on employee performance, with a t-value of 3.274 and a p-value of 0.000. Febriani & Ramli (2023) stated that a strong organizational culture contributes to improved employee performance through increased job satisfaction and organizational commitment.

Mediating Role of Job Satisfaction in the Relationship between Workload and Sustainable Employee Performance

In human resource management theory, workload is considered one of the key factors that can influence employee performance, either directly or indirectly through job satisfaction. Theoretically, a high workload tends to cause psychological and physical pressure, which can reduce job satisfaction (Robbins & Coulter, 2019). However, the findings of this study indicate that job satisfaction does not significantly mediate the relationship between workload and employee performance, as shown by a t-value of 1.393 and a p-value of 0.164. This suggests that the workload perceived by employees does not significantly impact the improvement or decline in performance through job satisfaction as an intervening variable

CONCLUSION

Based on the data analysis, research findings, and conclusions drawn through hypothesis testing using bootstrapping, along with theoretical and empirical discussions regarding “The Influence of Work Ethics, Organizational Culture, and Workload on Sustainable Employee Performance with Job Satisfaction as a Mediating Variable among Security Employees at PT. MGM,” the following points are concluded:

1. Management is encouraged to continue strengthening organizational culture, even though its effect on job satisfaction is relatively minor. The focus should be on fostering a positive and supportive work environment by reinforcing core values such as collaboration, mutual respect, and open communication. While its contribution may not be substantial, organizational culture remains a vital foundation for a healthy work atmosphere
2. The findings show that work ethics have the most significant impact on employee job satisfaction. Therefore, the company should give serious attention to cultivating ethical values through continuous training, exemplary leadership, and the implementation of a fair reward and punishment system. Strong work ethics contribute to higher job satisfaction, which in turn supports sustainable performance
3. Although the relationship between workload and performance is statistically significant, its coefficient value is quite small, indicating a limited impact. Hence, the company should still ensure fair and proportional distribution of tasks in accordance with employee capacity. Proper workload management helps prevent fatigue and stress, even if it is not the primary determinant of performance
4. Given that job satisfaction significantly influences sustainable employee performance, management should prioritize it as part of the human resource development strategy. Measures such as improving the work climate, providing facilities that support comfort, and encouraging employee participation in decision-making can be effective in boosting overall performance

Based on the analysis and conclusions presented above, the following recommendations are proposed to complement the findings of this study and provide constructive insights for improvement: Managerial Implication

1. PT. MGM management is encouraged to continuously strengthen an organizational culture that is positive, inclusive, and supportive, as this has been proven to contribute to increased employee satisfaction and performance. Emphasizing values such as togetherness, recognition of achievements, and open communication will foster a more harmonious and productive work environment

2. Regarding work ethics, the company should consistently instill ethical values through training, dissemination of corporate values, and leadership by example. This effort aims to ensure that work ethics become more than just formal rules, but actual behaviors practiced daily that positively affect both individual and team performance
3. Workload management needs to be continuously optimized to prevent it from becoming a psychological burden that causes stress or burnout. Regular evaluation of task distribution and employee capacity is essential to maintain a balance between workload and ability, ensuring that performance remains optimal without sacrificing job satisfaction

Limitation and Suggestion for Future Research

This study is limited in terms of the number of variables used, focusing only on work ethics, organizational culture, and workload as independent variables, and job satisfaction as the mediating variable. In practice, however, there are many other factors that may influence employee satisfaction and performance, such as work motivation, leadership style, and organizational climate. Therefore, future researchers are encouraged to include additional variables to gain a more comprehensive understanding of the factors that affect sustainable employee performance

Furthermore, this research was conducted in a single company, PT. MGM, with a focus solely on security personnel. As a result, the findings cannot yet be generalized to other departments, job positions, or companies in different industry sectors. Future studies should consider expanding the research scope, increasing the number of respondents, and conducting comparative studies across work units or companies to enhance generalizability and provide a more representative picture of the phenomenon being studied

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