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Organizational Culture, Teamwork, and Work Motivation on Employee Performance: Evidence from BPJS Kesehatan

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ABSTRACT

This study investigates the direct and indirect effects of organizational culture and teamwork on employee performance, with work motivation as a mediating variable. A quantitative survey was conducted with 197 employees from BPJS Kesehatan Head Office, Indonesia, using validated questionnaires measuring organizational culture (33 items, $\alpha=0.906$), teamwork (38 items, $\alpha=0.936$), work motivation (35 items, $\alpha=0.936$), and employee performance (37 items, $\alpha=0.942$). Path analysis revealed that organizational culture significantly predicted employee performance ($\beta=0.250$, $p<0.001$) and work motivation ($\beta=0.384$, $p<0.001$). Teamwork significantly influenced employee performance ($\beta=0.256$, $p<0.001$) and work motivation ($\beta=0.388$, $p<0.001$). Work motivation exhibited the strongest direct effect on employee performance ($\beta=0.365$, $p<0.001$). Sobel tests confirmed significant mediation effects of work motivation on the relationship between organizational culture and employee performance ($z=6.729$, $p<0.001$), and between teamwork and employee performance ($z=6.667$, $p<0.001$). These findings demonstrate that work motivation serves as a crucial psychological mechanism through which organizational culture and teamwork influence employee performance. The results validate the Integrative Model of Organizational Behavior within a non-Western public sector context and provide evidence-based recommendations for performance enhancement strategies emphasizing integrated interventions targeting culture, teamwork, and motivation simultaneously.

Keywords: *Employee Performance, Mediation Analysis, Organizational Culture, Teamwork, Work Motivation*

INTRODUCTION

Employee performance constitutes a fundamental pillar of organizational effectiveness, representing the tangible outcomes of individual efforts aligned with institutional objectives (Colquitt et al., 2025). In contemporary organizational contexts, performance transcends mere task completion, encompassing the quality, efficiency, and timeliness of work outputs, alongside behavioral dimensions that contribute to organizational climate (Anggraini et al., 2023; Palupi et al., 2023; Robbins & Judge, 2023). The sustained enhancement of employee performance has emerged as a strategic imperative for organizations navigating increasingly competitive and dynamic environments.

Within Indonesia's public health insurance sector, Badan Penyelenggara Jaminan Sosial Kesehatan (BPJS Kesehatan) serves a pivotal role in delivering universal health coverage to over 242 million citizens. The organization's mandate extends beyond administrative functions to encompass comprehensive healthcare service coordination, claims management, and stakeholder relationship maintenance (Alkayyis, 2024). Given this extensive remit, employee performance at BPJS Kesehatan directly influences the quality and accessibility of healthcare services for the Indonesian population.

Recent organizational performance data from BPJS Kesehatan reveal concerning trends. Performance indicators established by the National Social Security Council (Dewan Jaminan Sosial Nasional) demonstrate that in 2023, seven of 29 key performance indicators failed to achieve the 100% target threshold, representing 24.13% underperformance (Rustyani et al., 2023). Although this figure improved to 17.25% in 2024, persistent performance gaps warrant systematic investigation. Preliminary surveys conducted with 30 employees in January 2025 further corroborate these concerns: 21% of employees failed to meet quantitative work standards, 25% struggled with time management, and 17% demonstrated suboptimal efficiency levels.

These performance deficits appear linked to multiple organizational factors. Initial observations suggest that organizational culture at BPJS Kesehatan Head Office exhibits several weaknesses. The current reward system inadequately recognizes high-performing employees, potentially diminishing motivation and organizational commitment (Adams, 2025). Promotion procedures, characterized by stringent requirements and competitive selection processes, have generated perceptions of inequity among staff. Furthermore, the organization's emphasis on productivity and output achievement, reflected in Full Time Equivalent values reaching 1.5 in certain units, may compromise employee work-life balance and overall wellbeing.

Teamwork challenges also emerged as significant concerns. Coordination across the 26 functional units (Kedeputian) at BPJS Kesehatan Head Office remains suboptimal, resulting in work misalignment, delayed decision-making, and task

duplication. Such coordination failures impede service delivery to participants and undermine organizational efficiency. Additionally, workload distribution inequities across deputies and team members have fostered dissatisfaction and stress, further compromising team performance (Gautam, 2020). Unresolved interpersonal conflicts and divergent problem-solving approaches among team members have hindered effective collaboration (Kalra et al., 2021).

Motivational deficits represent a third critical factor. Excessive workload, compounded by task complexity and resource constraints, has diminished employee motivation. The absence of adequate recognition and acknowledgment for employee achievements has failed to sustain work enthusiasm. Furthermore, work-life balance challenges, stemming from extended working hours and high job demands, have negatively impacted employee motivation and performance (Bocean et al., 2023).

Existing literature establishes the importance of organizational culture, teamwork, and work motivation as antecedents of employee performance. Organizational culture, defined as shared values, beliefs, and norms guiding organizational behavior, shapes employee attitudes and actions (Schein & Schein, 2016). Empirical evidence demonstrates positive relationships between organizational culture and performance (Lestari et al., 2025; Satyanegara et al., 2023; Sulaefi, 2019; Widyaningrum, 2011). Teamwork, characterized by collaborative goal pursuit through mutual influence and coordination, similarly predicts performance outcomes (Ibrahim, 2017; Marpaung, 2014; Robbins & Judge, 2023; Rozinah & Syaifullah, 2023). Work motivation, conceptualized as psychological forces driving behavior direction, intensity, and persistence, directly influences performance achievement (Ananta et al., 2024; George & Jones, 2021; Ramlanto et al., 2017).

However, existing research exhibits notable limitations. First, while studies examine direct relationships between organizational culture, teamwork, and performance, fewer investigations explore the mediating mechanisms underlying these relationships. Second, limited research simultaneously integrates organizational culture, teamwork, and work motivation within a single analytical framework to predict employee performance. Third, empirical evidence from Indonesian public sector contexts, particularly healthcare institutions like BPJS Kesehatan, remains scarce.

This study addresses these research gaps by investigating both direct and indirect effects of organizational culture and teamwork on employee performance, with work motivation serving as a mediating variable. The research novelty resides in three key aspects: (1) the integration of organizational culture, teamwork, and work motivation within a unified theoretical model; (2) the application of mediation analysis to elucidate the psychological mechanisms through which organizational factors influence performance; and (3) the contextualization within a major Indonesian public health institution, providing sector-specific insights.

The findings contribute theoretical advances by validating the Integrative Model of Organizational Behavior within a non-Western public sector context (Colquitt et al., 2025). Practically, the results offer evidence-based recommendations for organizational interventions targeting culture enhancement, team development, and motivational strategies to optimize employee performance. This research thus bridges theoretical understanding and managerial application, offering actionable insights for public sector human resource management.

LITERATURE REVIEW

Theoretical Foundation

This research adopts the Integrative Model of Organizational Behavior as its theoretical framework (Colquitt et al., 2025). The model posits that individual, team, and organizational mechanisms interact to influence employee outcomes, including job performance. Specifically, organizational culture and teamwork function as organizational and team mechanisms, respectively, while work motivation represents an individual psychological state mediating the relationship between contextual factors and performance outcomes. This framework acknowledges the multilevel nature of organizational phenomena and provides a comprehensive lens for examining performance determinants.

Employee Performance

Employee performance denotes the measurable achievements individuals attain through task execution aligned with organizational objectives within specified timeframes (Bernardin & Russel, 2013). Performance encompasses multiple dimensions: quality reflects work accuracy and excellence; quantity represents output volume; timeliness indicates deadline adherence; efficiency measures resource optimization; effectiveness assesses goal achievement; and productivity evaluates input-output ratios (Dessler, 2017; Wirawan, 2008).

Colquitt et al. (2025) distinguish between task performance, citizenship behavior, and counterproductive behavior as performance components. Task performance involves direct contributions to organizational goals, citizenship behavior encompasses voluntary actions supporting organizational functioning, and counterproductive behavior represents actions hindering organizational effectiveness. For public sector contexts like BPJS Kesehatan, performance evaluation emphasizes service quality, responsiveness, and stakeholder satisfaction alongside traditional productivity metrics.

Organizational Culture

Organizational culture comprises shared values, beliefs, norms, and assumptions guiding member behavior and problem-solving approaches (Schein & Schein, 2016). Robbins and Judge (2023) identify seven cultural dimensions: innovation and risk-taking, attention to detail, outcome orientation, people

orientation, team orientation, aggressiveness, and stability. These dimensions collectively shape organizational climate and employee conduct.

Schein and Schein's (2016) three-level model conceptualizes culture as observable artifacts (visible manifestations), espoused values (articulated principles), and basic underlying assumptions (unconscious beliefs). At BPJS Kesehatan, organizational culture is formalized through Director Regulation No. 56/2021, establishing core values encapsulated in the acronym INISIATIF: integrity, collaboration, excellent service, and innovation. These values aim to guide employee behavior and organizational decision-making.

Empirical research demonstrates that organizational culture influences employee motivation and performance. Strong cultures foster commitment, alignment with organizational goals, and performance excellence (Luthans et al., 2021). Studies by few researchers also confirm positive relationships between organizational culture and employee performance across diverse contexts (Lestari et al., 2025; Satyanegara et al., 2023; Sulaefi, 2019; Widyaningrum, 2011).

Teamwork

Teamwork denotes collaborative patterns wherein individuals coordinate efforts, share responsibilities, and pursue collective goals through mutual influence and interaction (Robbins & Judge, 2023). Effective teamwork requires six key elements: shared goals, active participation, harmonious interaction, collective responsibility, open communication, and mutual support (Colquitt et al., 2025; Melibaeva, 2024). Kreitner and Kinicki (2014) emphasize that successful teams exhibit clear goal articulation, active member participation, informal interpersonal relationships, consensus-based decision-making, open communication, explicit norms, and complementary skills.

In organizational contexts, teamwork facilitates knowledge sharing, problem-solving, innovation, and adaptation to complex challenges (Lawasi & Triatmanto, 2017; Winarta & Listen, 2025). Research evidence supports teamwork's performance implications. Marpaung (2014) found significant teamwork effects on employee performance in Indonesian cooperatives. Ibrahim (2017) demonstrated that teamwork and leadership jointly influenced performance at PT PLN Banda Aceh. These findings underscore teamwork's role as a performance determinant across organizational types.

Work Motivation

Work motivation represents psychological forces originating from internal and external sources that initiate, direct, and sustain work-related behavior toward goal achievement (Pinder, 2014). Motivation determines behavioral direction, effort intensity, and persistence when confronting obstacles (George & Jones, 2021; Robbins & Judge, 2023). Herzberg's Two-Factor Theory distinguishes between intrinsic and extrinsic motivation. Intrinsic motivation encompasses internal drivers

such as achievement needs, recognition, responsibility, advancement, and goal attainment. Extrinsic motivation involves external factors including compensation, working conditions, status, job security, and coworker relationships (Luthans et al., 2021). Motivated employees demonstrate greater effort, creativity, initiative, and commitment to organizational objectives (Greenberg, 2014). Empirical studies confirm motivation's performance effects. Ramlanto et al. (2017) reported significant positive relationships between work motivation and teacher performance ($\beta=0.652$). Sudarjat et al. (2015) found strong motivation-performance linkages ($\beta=0.879$). These findings establish motivation as a critical performance antecedent.

Hypothesized Relationships

Based on the theoretical framework and empirical evidence, seven hypotheses are proposed:

- H1: Organizational culture positively influences employee performance.
- H2: Teamwork positively influences employee performance.
- H3: Work motivation positively influences employee performance.
- H4: Organizational culture positively influences work motivation.
- H5: Teamwork positively influences work motivation.
- H6: Work motivation mediates the relationship between organizational culture and employee performance.
- H7: Work motivation mediates the relationship between teamwork and employee performance.

The conceptual model integrates these relationships, positioning work motivation as a mediating mechanism through which organizational culture and teamwork indirectly influence employee performance, in addition to their direct effects.

RESEARCH METHODOLOGY

This study employed a quantitative approach using survey methodology to examine causal relationships among variables (Creswell & Creswell, 2023; Jason & Glenwick, 2016). The research adopted an associational correlational design to investigate both direct and indirect effects of organizational culture and teamwork on employee performance through work motivation as a mediating variable. Path analysis was utilized to test the hypothesized structural relationships.

Population and Sample

The research population comprised 388 employees at BPJS Kesehatan Head Office, Jakarta, distributed across 26 functional work units (Unit Kerja Pelaksana Fungsi). Using the Slovin formula with a 5% margin of error, the minimum sample size was calculated as 197 respondents:

$$n = N / (1 + N \times e^2) = 388 / (1 + 388 \times 0.05^2) = 197$$

Proportionate random sampling was applied to ensure representative distribution across all functional units. Sample allocation was determined using the formula: $n = (\text{population per unit} / \text{total population}) \times \text{total sample size}$.

Measurement Instruments

Four validated instruments measured the research variables. All instruments employed five-point Likert scales, with response options ranging from 1 (strongly disagree/never) to 5 (strongly agree/always).

1. Employee Performance (KP) was assessed using 37 valid items ($\alpha=0.942$) across six dimensions: quality (8 items), quantity (6 items), timeliness (7 items), efficiency (6 items), effectiveness (6 items), and productivity (4 items). Performance was rated by direct supervisors.
2. Work Motivation (MK) comprised 35 valid items ($\alpha=0.936$) measuring intrinsic motivation (achievement needs, recognition, responsibility, advancement, goal attainment) and extrinsic motivation (compensation, working conditions, status, job security, coworker relationships).
3. Organizational Culture (BO) consisted of 33 valid items ($\alpha=0.906$) evaluating three levels: observable artifacts (innovation and risk-taking, attention to detail), espoused values (process orientation, outcome orientation, people orientation, team orientation), and basic assumptions (aggressiveness, stability).
4. Teamwork (TW) included 38 valid items ($\alpha=0.936$) measuring six dimensions: prioritizing togetherness (5 items), shared goals (7 items), active participation (7 items), harmonious interaction (6 items), collective responsibility (6 items), and open communication (7 items).

Validity and Reliability

Instrument validation involved pilot testing with 35 employees. Content validity was established through expert review. Construct validity was assessed using Pearson product-moment correlation, with items retained if $r \geq 0.334$ (critical value at $\alpha=0.05$, $df=33$). Reliability was evaluated using Cronbach's alpha, with coefficients exceeding 0.90 for all instruments, indicating excellent internal consistency.

Data Analysis

Data analysis proceeded through multiple stages. Descriptive statistics summarized variable distributions using means, medians, modes, and standard deviations. Assumption testing included normality assessment (Kolmogorov-Smirnov test), homogeneity of variance (Levene's test), linearity evaluation (ANOVA linearity test), heteroscedasticity examination (Glejser test), and multicollinearity detection (variance inflation factor).

Path analysis tested the structural model through two sub-structures. Sub-structure 1 examined direct effects of organizational culture, teamwork, and work

motivation on employee performance: $KP = \rho(KP.BO) \times BO + \rho(KP.TW) \times TW + \rho(KP.MK) \times MK + \varepsilon_1$. Sub-structure 2 assessed direct effects of organizational culture and teamwork on work motivation: $MK = \rho(MK.BO) \times BO + \rho(MK.TW) \times TW + \varepsilon_2$.

Mediation effects were evaluated using the Sobel test with the formula: $z = (a \times b) / \sqrt{(b^2 \times SE^2_a + a^2 \times SE^2_b)}$, where a represents the path coefficient from the independent variable to the mediator, b denotes the path coefficient from the mediator to the dependent variable, and SE indicates standard errors. Mediation was confirmed if $z > 1.96$ at $p < 0.05$. Correlation analysis between indicators identified specific dimensions exhibiting the strongest associations, facilitating targeted managerial recommendations. All analyses were conducted using SPSS version 25.0.

RESULT AND DISCUSSION

Descriptive Statistics

Descriptive analysis revealed that all variables demonstrated relatively high levels among respondents. Employee performance exhibited a mean of 149.86 ($SD=15.31$, range=84-181), with the empirical median (149) substantially exceeding the theoretical median (111), indicating generally high performance levels. Work motivation showed a mean of 138.99 ($SD=18.53$, range=39-175), with an empirical median (141) surpassing the theoretical median (105). Organizational culture averaged 139.28 ($SD=15.54$, range=68-165), with the empirical median (141) exceeding the theoretical median (99). Teamwork demonstrated a mean of 154.20 ($SD=17.75$, range=54-183), with the empirical median (155) substantially higher than the theoretical median (114). These findings suggest favorable organizational conditions across all measured constructs, indicating that employees generally perceive strong organizational culture, effective teamwork, adequate work motivation, and satisfactory performance levels at BPJS Kesehatan Head Office.

Assumption Testing

Prior to hypothesis testing, comprehensive assumption testing confirmed data suitability for path analysis. All measurement instruments utilized in this study demonstrated robust psychometric properties, having been validated through pilot testing with 35 employees. Construct validity was confirmed using Pearson product-moment correlation with a retention criterion of $r \geq 0.334$ (critical value at $\alpha=0.05$, $df=33$), while reliability coefficients exceeded 0.90 for all instruments, indicating excellent internal consistency as evaluated through Cronbach's alpha. Normality tests using the Kolmogorov-Smirnov procedure yielded non-significant results for all model specifications ($p > 0.05$), confirming normal data distributions. Specifically, for the model predicting employee performance from organizational

culture, teamwork, and work motivation, the test statistic was 0.051 with asymptotic significance of 0.200. For the model predicting work motivation from organizational culture and teamwork, the test statistic was 0.053 with asymptotic significance of 0.200. These results indicate that the assumption of normality was satisfied.

Levene's tests indicated homogeneous variances across groups for all variables ($p > 0.05$). For employee performance, the significance value based on median and adjusted degrees of freedom was 0.742. For work motivation, organizational culture, and teamwork, the corresponding values were 0.821, 0.822, and 0.713 respectively, all exceeding the 0.05 threshold. Linearity assessments demonstrated linear relationships between independent and dependent variables, with deviation from linearity yielding non-significant results. The linearity test for organizational culture predicting employee performance showed $F=1.367$ ($p=0.082$), for teamwork predicting employee performance $F=1.409$ ($p=0.056$), and for work motivation predicting employee performance $F=1.345$ ($p=0.088$).

Heteroscedasticity tests using the Glejser method revealed homoscedastic error variance, with all predictors showing $p > 0.05$. Organizational culture ($p=0.178$), teamwork ($p=0.603$), and work motivation ($p=0.313$) all demonstrated non-significant relationships with absolute residuals, confirming homoscedasticity. Multicollinearity diagnostics showed tolerance values above 0.10 and variance inflation factors (VIF) below 10 for all variables, indicating acceptable multicollinearity levels. In the first model, organizational culture showed tolerance=0.577 (VIF=1.732), teamwork tolerance=0.575 (VIF=1.738), and work motivation tolerance=0.534 (VIF=1.871). In the second model, organizational culture tolerance=0.687 (VIF=1.456) and teamwork tolerance=0.687 (VIF=1.456). These results confirmed that data satisfied all parametric assumptions required for path analysis.

Path Analysis for Sub-Structure 1: Predictors of Employee Performance

Table 1 presents the path analysis results for the first sub-structure examining direct effects of organizational culture, teamwork, and work motivation on employee performance. The overall model was statistically significant ($F=80.289$, $p<0.001$) and explained 55.5% of the variance in employee performance ($R^2=0.555$, Adjusted $R^2=0.548$). This substantial explanatory power indicates that the three predictors collectively account for more than half of the variation in employee performance.

Organizational culture demonstrated a significant positive effect on employee performance ($\beta=0.250$, $SE=0.055$, $t=3.959$, $p<0.001$), supporting Hypothesis 1. The unstandardized regression coefficient of 0.220 indicates that each one-unit increase in organizational culture corresponds to a 0.220-unit increase in employee performance, holding other variables constant. Teamwork significantly influenced employee performance ($\beta=0.256$, $SE=0.056$, $t=4.040$, $p<0.001$), confirming

Hypothesis 2. The unstandardized coefficient of 0.227 suggests that each unit increase in teamwork associates with a 0.227-unit performance enhancement. Work motivation demonstrated the strongest direct effect on employee performance ($\beta=0.365$, $SE=0.051$, $t=5.556$, $p<0.001$), supporting Hypothesis 3. With an unstandardized coefficient of 0.285, a one-unit increase in work motivation yields a 0.285-unit performance improvement.

Table 1 Path Analysis Results: Direct Effects on Employee Performance and Work Motivation

Model	Predictor	B	SE	β	t	p	R ²	f
Model 1: KP							0.555	80.289***
	Constant	1.070	0.200	-	5.336	<0.001		
	BO	0.220	0.055	0.250	3.959	<0.001		
	TW	0.227	0.056	0.256	4.040	<0.001		
	MK	0.285	0.365	0.365	5.556	<0.001		
Model 2: MK							0.466	54.512***
	Constant	0.364	0.279	-	1.303	0.194		
	BO	0.431	0.071	0.384	6.067	<0.001		
	TW	0.440	0.072	0.388	6.134	<0.001		

Source: Author's Analysis

Note: N=197; KP=Employee Performance; MK=Work Motivation; BO=Organizational Culture; TW=Teamwork; B=Unstandardized coefficient; SE=Standard error; β =Standardized coefficient; ***p<0.001

Path Analysis for Sub-Structure 2: Predictors of Work Motivation

The second sub-structure examined the antecedents of work motivation. As shown in Table 1, the model was statistically significant ($F=84.512$, $p<0.001$) and accounted for 46.6% of the variance in work motivation ($R^2=0.466$, Adjusted $R^2=0.460$). Organizational culture significantly predicted work motivation ($\beta=0.384$, $SE=0.071$, $t=6.067$, $p<0.001$), supporting Hypothesis 4. Each unit increase in organizational culture corresponded to a 0.431-unit increase in work motivation. Teamwork significantly influenced work motivation ($\beta=0.388$, $SE=0.072$, $t=6.134$, $p<0.001$), confirming Hypothesis 5. A one-unit increase in teamwork associated with a 0.440-unit motivation enhancement. The similar effect sizes of organizational culture and teamwork on motivation ($\beta=0.384$ and $\beta=0.388$ respectively) indicate that both factors contribute nearly equally to employee motivational states.

Mediation Analysis Results

Sobel tests evaluated the indirect effects of organizational culture and teamwork on employee performance through work motivation as a mediating

variable. Table 2 presents the mediation analysis results. For organizational culture's indirect effect on employee performance through work motivation, the calculation yielded $z=6.729$ ($p<0.001$), which substantially exceeds the critical value of 1.96, thereby supporting Hypothesis 6. The indirect effect magnitude was 0.140, calculated as the product of the path from organizational culture to work motivation (0.384) and the path from work motivation to employee performance (0.365). This indicates that 0.140 units of organizational culture's total effect on performance operates through the motivational pathway.

For teamwork's indirect effect on employee performance through work motivation, the Sobel test yielded $z=6.667$ ($p<0.001$), confirming Hypothesis 7. The indirect effect size was 0.142 (0.388×0.365), indicating that work motivation mediates a substantial portion of teamwork's influence on performance. These mediation results establish work motivation as a significant intervening mechanism linking both organizational culture and teamwork to employee performance outcomes.

Table 2 Mediation Analysis Using Sobel Test

Mediation Path	Path a (X→M)	Path b (M→Y)	Indirect Effect (a×b)	SE	z-value	p-value	Decision
BO → MK → KP	0.384	0.365	0.140	0.021	6.729	<0.001	Supported
TW → MK → KP	0.388	0.365	0.142	0.021	6.667	<0.001	Supported

Source: Author's Analysis

Note: BO=Organizational Culture; TW=Teamwork; MK=Work Motivation; KP=Employee Performance; X=Independent variable; M=Mediator; Y=Dependent variable; SE=Standard error

Indicator-Level Correlation Analysis

To provide more granular insights into the relationships between specific dimensions of the predictor and outcome variables, correlation analyses were conducted at the indicator level. For organizational culture dimensions predicting employee performance, stability demonstrated the highest correlation with employee efficiency ($r=0.767$, $p<0.001$), suggesting that organizational consistency and predictable processes strongly facilitate resource optimization. Conversely, people orientation showed the weakest correlation with employee effectiveness ($r=0.175$, $p<0.05$), indicating that employee-centered practices alone may be insufficient for driving effective goal achievement without complementary performance management mechanisms.

Regarding teamwork dimensions, collective responsibility exhibited the strongest association with work quality ($r=0.496$, $p<0.001$), confirming that shared accountability motivates quality consciousness and thorough work execution. Prioritizing togetherness demonstrated the weakest correlation with effectiveness ($r=0.272$, $p<0.01$), suggesting that social cohesion without clear goal alignment provides limited performance benefits. For work motivation dimensions, coworker relationships displayed the highest correlation with efficiency ($r=0.662$, $p<0.001$), highlighting how supportive interpersonal networks facilitate streamlined work processes. Goal attainment showed the weakest correlation with effectiveness ($r=0.209$, $p<0.01$), possibly reflecting misalignment between personal and organizational goals.

In predicting work motivation, organizational culture's stability dimension demonstrated an exceptionally strong correlation with status perceptions ($r=0.833$, $p<0.001$), indicating that organizational predictability substantially enhances employees' sense of professional standing and security. People orientation exhibited the weakest correlation with goal attainment ($r=0.253$, $p<0.01$), suggesting that employee welfare initiatives may not directly stimulate achievement motivation. Teamwork's communication dimension showed the strongest association with job security ($r=0.625$, $p<0.001$), revealing that open information exchange reduces uncertainty and builds psychological safety. Prioritizing togetherness demonstrated the weakest correlation with advancement needs ($r=0.237$, $p<0.01$), indicating that group harmony alone does not fulfill career progression aspirations.

The significant positive effect of organizational culture on employee performance ($\beta=0.250$, $p<0.001$) directly supports and extends prior research by Lestari et al. (2025) and Sulaefi (2019), who reported organizational culture's significant effect ($\beta=0.547$) in an Indonesian hospital context, and Satyanegara et al. (2023) and Widyaningrum (2011), who found a positive relationship ($\beta=0.330$) in medical services. The current study's smaller effect size compared to Lestari et al. (2025) and Sulaefi (2019) may reflect sector-specific differences between healthcare providers and insurance administrators, where cultural influences operate through more complex bureaucratic structures. This finding validates Schein and Schein's (2016) theoretical assertion that culture functions as a behavioral guidance system, demonstrating its applicability within Indonesia's public health insurance sector. The indicator-level analysis revealed that stability, representing organizational emphasis on maintaining effective processes while adapting to change, demonstrated the strongest correlation with efficiency. This extends theoretical understanding by identifying specific cultural dimensions most consequential for performance, whereas previous studies examined aggregate cultural effects without dimensional specificity.

Teamwork's significant positive influence on employee performance ($\beta=0.256$, $p<0.001$) corroborates and extends findings from Marpaung (2014), Ibrahim (2017), Rozinah and Syaifullah (2023), who demonstrated teamwork's

performance effects in Indonesian contexts. The current study advances this literature by revealing that collective responsibility exhibited the strongest correlation with work quality, suggesting that shared accountability mechanisms amplify teamwork's performance benefits. This finding aligns with social psychological theories of shared responsibility, wherein collective ownership motivates quality consciousness and peer monitoring, but provides novel empirical specification of the particular teamwork dimension driving quality outcomes. The weaker correlation between prioritizing togetherness and effectiveness contradicts popular assumptions about group cohesion's universal benefits, suggesting that cohesion alone, without clear goal alignment and task coordination, insufficiently drives effective performance.

Work motivation's significant positive effect on employee performance ($\beta=0.365$, $p<0.001$), representing the strongest direct predictor, confirms and strengthens prior findings. This result validates Ramlanto et al. (2017) research showing significant motivation-performance relationships ($\beta=0.652$) among teachers and Sudarjat et al. (2015) findings ($\beta=0.879$) in supervisory contexts. The current study's moderate effect size, positioned between these extremes, may reflect public sector characteristics where intrinsic motivation plays relatively greater roles given constrained extrinsic rewards. This finding extends self-determination theory by demonstrating that motivation fulfills basic psychological needs for competence, autonomy, and relatedness even within bureaucratic public institutions, thereby energizing goal-directed behavior. The coworker relationship dimension's strong correlation with efficiency provides novel insight absent from prior studies, indicating that supportive interpersonal relationships facilitate work effectiveness through information exchange, mutual assistance, and emotional support.

Organizational culture's significant positive effect on work motivation ($\beta=0.384$, $p<0.001$) directly supports Yusniar 2017) findings ($\beta=0.141$) and Firanti et al. (2021) research (regression coefficient=0.260), while demonstrating substantially larger effects. This stronger relationship may reflect BPJS Kesehatan's deliberate cultural framework (INISIATIF values) compared to less formalized cultural systems in prior studies. The finding extends understanding by revealing that stability dimension's exceptionally strong correlation with status perceptions ($r=0.833$) suggests organizational consistency and predictability enhance employees' sense of professional standing and security, a mechanism not previously specified in the literature. This advances Schein and Schein's (2016) three-level cultural model by empirically demonstrating how basic assumptions about stability translate into specific motivational states.

Teamwork's significant positive influence on work motivation ($\beta=0.388$, $p<0.001$) supports and extends findings by Saputra and Setiadi (2023) and Solehudin and Syabanasyah (2024), who demonstrated teamwork's motivational effects in healthcare and organizational contexts. The current study advances this literature by identifying communication as the teamwork dimension most strongly

associated with job security ($r=0.625$), revealing a specific pathway through which teamwork enhances motivation that prior research did not specify. This finding supports social interdependence theory's proposition that cooperative goal structures foster motivational synergy, but adds nuance by demonstrating that information exchange mechanisms particularly enhance security perceptions and thereby motivation.

The significant mediation of work motivation in organizational culture's effect on employee performance ($z=6.729$, $p<0.001$) and teamwork's performance effects ($z=6.667$, $p<0.001$) provides novel evidence extending Syarif et al. (2020) work, which demonstrated motivation's mediating role but did not quantify indirect effects or test teamwork pathways. These findings advance the Integrative Model of Organizational Behavior by empirically confirming that organizational and team mechanisms influence outcomes through individual psychological states within a non-Western public sector context (Colquitt et al., 2025). This represents a theoretical contribution beyond prior research, which predominantly examined Western private sector settings. The mediation pattern reveals that culture and teamwork do not automatically produce performance improvements; rather, they operate through motivational processes, with motivation serving as a proximal driver of behavior. This finding challenges direct-effect assumptions common in practitioner approaches and underscores the necessity of attending to psychological mediators in performance enhancement interventions.

The practical implications for BPJS Kesehatan and similar public institutions are substantial. Strengthening organizational culture requires systematic interventions including leadership modeling of core values, integration of cultural principles into performance management systems, recognition programs reinforcing desired behaviors, and socialization mechanisms for new employees. Given the stability dimension's importance, maintaining process consistency while facilitating constructive adaptation becomes crucial for sustaining performance. Enhancing teamwork necessitates clarifying team goals and individual roles across the 26 functional units, establishing communication protocols facilitating information exchange, implementing collaborative technologies supporting coordination, providing team-building interventions fostering trust and collective responsibility, and developing conflict resolution mechanisms. Amplifying work motivation requires comprehensive reward systems balancing monetary and non-monetary recognition, transparent career development pathways, participative goal-setting processes, workload equity initiatives addressing the current imbalances reflected in high Full Time Equivalent ratios, fostering supportive supervisor-subordinate relationships, and promoting work-life balance. Critically, these interventions should be integrated rather than isolated, recognizing that contextual improvements yield maximal benefits when accompanied by explicit attention to employee motivational states.

The study's cross-sectional design, single-organization focus, and reliance on self-reported measures represent limitations that future research should address through longitudinal multi-organizational investigations incorporating objective performance indicators. Additionally, unmeasured variables such as leadership, job design, and organizational support may account for unexplained variance. Despite these limitations, the research provides robust evidence for the mediating role of work motivation in translating cultural and teamwork influences into performance outcomes, offering both theoretical advances and practical guidance for public sector human resource management.

CONCLUSION

This study investigated how organizational culture and teamwork influence employee performance through work motivation as a mediating mechanism in Indonesia's public health insurance sector. Path analysis with 197 BPJS Kesehatan Head Office employees revealed that organizational culture ($\beta=0.250$), teamwork ($\beta=0.256$), and work motivation ($\beta=0.365$) significantly predicted employee performance, collectively explaining 55.5% of variance. Both organizational culture ($\beta=0.384$) and teamwork ($\beta=0.388$) significantly influenced work motivation, accounting for 46.6% of variance. Sobel tests validated significant mediation effects, with work motivation mediating organizational culture's performance influence ($z=6.729$) and teamwork's performance impact ($z=6.667$), confirming all seven hypotheses.

These findings advance organizational behavior theory in three ways. First, they validate the Integrative Model of Organizational Behavior within a non-Western public sector context, demonstrating that organizational and team mechanisms influence performance both directly and indirectly through individual psychological states. Second, they establish work motivation as a crucial mediating mechanism translating contextual enablers into performance outcomes, addressing gaps in prior research that examined primarily direct relationships. Third, indicator-level analyses identified specific cultural dimensions (stability) and teamwork elements (collective responsibility, communication) most consequential for performance and motivation, providing nuanced understanding beyond aggregate relationships examined in previous studies.

Practically, findings suggest that sustainable performance enhancement requires integrated interventions simultaneously addressing organizational culture, teamwork structures, and individual motivation rather than isolated programs. Organizations should prioritize cultural consistency while maintaining adaptability, strengthen cross-functional coordination mechanisms, implement comprehensive recognition systems, ensure equitable workload distribution, and create supportive contexts satisfying both intrinsic and extrinsic motivational needs. For BPJS Kesehatan specifically, addressing the excessive workload reflected in high Full

Time Equivalent ratios, improving inter-unit coordination across 26 functional divisions, and strengthening the reward system become critical priorities grounded in empirical evidence. These evidence-based recommendations provide actionable pathways for public sector organizations confronting similar performance challenges while recognizing that contextual improvements yield maximal benefits when accompanied by explicit attention to employee motivational states.

RECOMMENDATIONS

Practical recommendations emerge from these findings for BPJS Kesehatan and similar public institutions. Management should strengthen organizational culture through systematic socialization programs integrating INISIATIF values into daily operations, leadership training emphasizing value modeling, and recognition mechanisms reinforcing desired behaviors. Given stability's strong association with motivation, maintaining process consistency while facilitating constructive adaptation becomes crucial. Enhanced teamwork requires clarifying cross-functional coordination protocols across the 26 functional units, implementing collaborative technologies, conducting regular team-building interventions emphasizing collective responsibility, establishing conflict resolution procedures, and creating inter-unit liaison roles. Amplifying work motivation necessitates comprehensive reward systems balancing monetary and non-monetary recognition, transparent career development pathways, participative goal-setting processes, workload equity initiatives addressing the current imbalances, and work-life balance programs. Critically, organizations should adopt integrated interventions simultaneously addressing culture, teamwork, and motivation while implementing continuous monitoring through periodic surveys and performance analytics enabling timely adjustments.

Future research should address current limitations through longitudinal designs tracking relationships over time to strengthen causal inferences, multi-organizational studies encompassing diverse sectors to enhance generalizability, and mixed-methods approaches combining surveys with qualitative interviews to explore mechanisms. Expanded models incorporating leadership, organizational support, and employee engagement would comprehensively map performance determinants. Demographic moderator analyses examining how age, gender, and tenure influence relationships would identify differential effects informing targeted interventions. Intervention studies evaluating cultural change programs and team development initiatives would provide experimental evidence of practical effectiveness. Cross-cultural replications in diverse national contexts would assess whether findings generalize beyond Indonesia's collectivistic culture or reflect context-specific patterns.

These research directions promise theoretical advances clarifying multilevel influences on performance while generating practical insights for evidence-based

human resource management. The cumulative knowledge from systematic investigation will enable organizations to optimize performance while fostering cultures and climates supporting employee wellbeing, ultimately contributing to more effective public service delivery.

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