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Aligning Employee Values and Organizational Culture to Enhance Motivation and Employee Performance

(A Case Study of PT Indo Samudera Perkasa)

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Abstract. This study analyzes how the alignment between employee personal values and perceived organizational culture contributes to work motivation and employee performance at PT Indo Samudera Perkasa (ISP), a freight forwarding and customs brokerage company in Semarang. An explanatory sequential mixed-methods design was applied. The quantitative phase used a census survey of 18 employees measuring personal values, perceived organizational culture, value-culture fit, work motivation, and self-rated employee performance, analyzed through reliability testing, descriptive statistics, Pearson correlation, simple and multiple regression, and exploratory mediation analysis. The qualitative phase used semi-structured interviews with five key informants from operations, import, finance, and human resources, analyzed through thematic analysis supported by open coding, axial coding, and selective coding. The results show that employees hold strong Conservation and Self-Transcendence values reflected in responsibility, discipline, accuracy, safety, loyalty, and helping others, and perceive ISP as family-oriented, flexible, supportive, and responsive, although decision making remains leader-centered and coordination remains informal. Value-culture fit is positively related to work motivation and employee performance, while work motivation shows the strongest direct relationship with employee performance. The exploratory mediation analysis indicates that work motivation is the main pathway linking value-culture fit to performance. The qualitative findings explain that employees feel comfortable, trusted, and socially supported, which encourages them to take initiative, resolve operational problems, and maintain service continuity. However, the strong family culture is not yet supported by written SOP, clear sanctions, formal accountability, and structured knowledge transfer. Therefore, ISP is advised to preserve its relational culture while strengthening formal work systems.

Keywords: Employee Performance; Employee Values; Freight Forwarding; Organizational Culture; Value-Culture Fit.

1. INTRODUCTION

The logistics and freight forwarding sector plays a crucial role in supporting the smooth flow of goods and Indonesia's trade competitiveness. Reliable logistics services support supply chain efficiency, international trade, and business competitiveness, while weak logistics performance can increase transaction costs and reduce service reliability (World Bank, 2023). In the Indonesian context, strengthening the logistics sector is also a priority in national development planning because logistics costs remain a structural competitiveness challenge (Bappenas, 2020). At the macro level, the freight and logistics industry in Indonesia shows a positive growth trend, in which the national logistics market is projected to grow from USD 39 billion in 2024 to USD 58 billion in 2033 (IMARC Group, 2024). This growth is also reflected in national account data, where the Transportation and Storage sector recorded the highest production-side growth rate of 13.96% in 2023 (*Badan Pusat Statistik*, 2024). The trend suggests that demand for logistics services such as freight forwarding and customs brokerage will continue to rise, providing opportunities for logistics companies to expand.

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However, from a competitiveness point of view, Indonesia's logistics performance has yet to improve. The overall score of the Logistics Performance Index (LPI) in 2023 was around 3.0 compared with 3.15 in 2018, and several published summaries rank Indonesia in the range of 61-63 out of 139 economies (Ulkhaq, 2025). This decline indicates that although markets are expanding, improvements in logistics service quality and reliability have not sufficiently matched international standards, particularly in service consistency and human-resource capability. Policy and industry reports have also repeatedly pointed to logistics cost as a structural barrier, in which domestic logistics costs were estimated at 14.29% of GDP and export logistics costs at 8.98% of GDP (Pelindo, 2023). Consequently, efforts to increase logistics efficiency remain a priority on both policy and business agendas, and these directions implicitly rest on improving the performance of firms and their workforce, especially in logistics operators and freight forwarding companies that function as nodes of the supply chain.

PT Indo Samudera Perkasa (ISP) is a freight forwarding and customs brokerage company based in Semarang that serves customers operating through Tanjung Emas Port. As a service company with a lean structure of approximately 18 employees, ISP's primary strength lies in the quality of its human resources, particularly in document accuracy, response time, problem-solving skills, and relationship management with customers and port or customs authorities. Research in logistics companies shows that the quality of frontline human resources directly affects service quality, customer satisfaction, operational reliability, and organizational competitiveness (Budiyanto et al., 2024). Studies in the Jakarta logistics sector further show that a supportive work environment, engagement, and motivation contribute to improved company performance and sustainability (Nusraningrum et al., 2024). Meanwhile, retaining skilled employees has become a strategic concern because turnover creates recruitment costs, loss of tacit knowledge, and service disruption (Chang et al., 2024). With a relatively lean organizational structure and dependence on a few key customers, ISP's sustainability is largely determined by the company's ability to ensure that key employees not only remain in their positions but also demonstrate high and consistent performance.

Recent literature confirms that employee work attitudes and behaviors are influenced not only by external factors such as salary and workload, but also by personal values and the congruence between the individual and the organization. Schwartz's basic human values theory explains that individuals possess a set of universal values organized into ten basic values and four higher-order values, namely openness to change, conservation, self-transcendence, and self-enhancement, which serve as guiding principles and influence behavior in various contexts including the workplace (Schwartz, 2006). Cross-cultural studies show that this value structure

is relatively stable across countries, including in Asian contexts, making it relevant for understanding employee value orientations in Indonesia (Cieciuch et al., 2014). On the other hand, the person-organization fit (P-O fit) literature confirms that congruence between employee values and organizational culture is positively associated with satisfaction, commitment, retention-related attitudes, and constructive work behavior, and negatively associated with strain and withdrawal outcomes (Kristof-Brown et al., 2005). Value congruence is also argued to shape work attitudes through mechanisms such as communication, predictability, interpersonal attraction, and trust (Edwards & Cable, 2009), while evidence from the Indonesian context shows that P-O fit supports employee attachment through job satisfaction (Swastasi & Sartika, 2021).

Self-Determination Theory (SDT) provides a complementary framework for examining how the quality of motivation affects work outcomes. SDT distinguishes autonomous motivation from controlled motivation and amotivation, and proposes that the satisfaction of autonomy, competence, and relatedness fosters higher-quality motivation (Deci et al., 2017). Meta-analytic evidence confirms that more self-determined forms of motivation are positively related to favorable work attitudes, well-being, and constructive work behavior, whereas amotivation relates negatively to desirable work outcomes (Broeck et al., 2021). This framing is relevant to ISP because the company operates with a lean structure that fosters embeddedness, proximity, and hierarchical elements. Such conditions can create value differences, for example between younger employees who prioritize autonomy, self-development, and participation, and an organization that emphasizes stability, hierarchy, and informal tradition. Conversely, when employees feel aligned with the company's values and ways of working, their comfort, trust, and motivation are more likely to be high, and this alignment is expected to translate into performance-related behavior (Koopmans et al., 2013).

Given the importance of the logistics sector for the Indonesian economy, the high dependence of ISP's performance on human-resource quality, the decline in Indonesia's LPI position, and the shortage of skilled workers in the industry, this study investigates the relationship between value-culture fit, work motivation, and employee performance at PT Indo Samudera Perkasa. From an organizational behavior perspective, this research falls within the study of individual behavior and attitudes in the workplace, which aims to understand, predict, and influence behavior in order to support organizational effectiveness (Robbins & Judge, 2024). The novelty of this study lies in integrating basic personal values, perceived organizational culture, value-culture fit, work motivation, and employee performance within the concrete context of a small freight forwarding and customs brokerage company in

Indonesia, a setting that has rarely been examined in an integrated manner. Practically, the findings are expected to help management understand actual conditions and design more appropriate interventions for managing and developing employee performance.

2. LITERATURE REVIEW

Value-Culture Fit, Work Motivation, and Employee Performance

Organizational behavior is the study of human behavior at the individual, group, and system levels within an organizational setting, with the aim of understanding, predicting, and influencing behavior to enhance organizational effectiveness (Robbins & Judge, 2024). Within this tradition, the grand theory underlying this study is Schwartz's theory of basic human values, which states that personal values are guiding principles that help individuals evaluate actions, people, and events, and that these values are organized into ten basic values grouped into four higher-order dimensions, namely openness to change, conservation, self-transcendence, and self-enhancement, arranged in a circular structure in which adjacent values are motivationally compatible while opposing values tend to conflict (Schwartz, 2006). The same framework extends to the organizational level through cultural value orientations, in which culture is mapped along the bipolar dimensions of embeddedness autonomy, hierarchy egalitarianism, and mastery harmony, and these orientations guide the shared norms and practices of a group (Schwartz, 2006). Cross-national evidence indicates that this value structure is relatively invariant across countries and contexts, which supports its use for mapping employee value profiles and perceived culture in an Indonesian workplace (Cieciuch et al., 2014). In a small logistics service company, embeddedness and hierarchy typically appear through close relationships, informal customs, and relatively centralized decision making, whereas mastery appears through pressure to meet targets and resolve problems quickly.

These two levels are connected through person-organization fit (P-O fit), defined as the degree of congruence between individual characteristics such as values, needs, and personality, and organizational characteristics such as values, norms, and culture, of which value congruence is the most widely researched form and is consistently associated with job satisfaction, organizational commitment, and positive work attitudes, and negatively associated with strain and withdrawal outcomes (Kristof-Brown et al., 2005). Value congruence is argued to influence work attitudes through communication, predictability, interpersonal attraction, and trust (Edwards & Cable, 2009), and evidence from Indonesia shows that P-O fit strengthens employee attachment through job satisfaction (Swastasi & Sartika, 2021). This study uses the

term value-culture fit to denote the congruence between employees' basic personal values and their perceived organizational culture, and adopts a subjective fit measurement because meta-analytic evidence indicates that perceived fit relates more consistently and strongly to work attitudes and outcomes than calculated indices (Kristof-Brown et al., 2005). The consequence of fit is then explained through Self-Determination Theory, which distinguishes autonomous motivation from controlled motivation and amotivation and proposes that satisfying autonomy, competence, and relatedness produces higher-quality motivation associated with engagement, well-being, and performance (Deci et al., 2017; Broeck et al., 2021). Employee performance itself is treated as the degree to which employees fulfil their role requirements through task and contextual performance (Koopmans et al., 2013), which in logistics is reflected in document accuracy, timeliness, service reliability, proactive problem solving, and communication (Budiyanto et al., 2024; Nusraningrum et al., 2024). Accordingly, three hypotheses are proposed: value-culture fit positively influences work motivation (H1); value-culture fit positively influences employee performance (H2); and work motivation positively influences employee performance (H3).

3. RESEARCH METHOD

This study applied an explanatory sequential mixed-methods design, in which a quantitative phase is conducted first and followed by a qualitative phase that explains and extends the quantitative findings (Creswell & Creswell, 2018). The research was conducted at PT Indo Samudera Perkasa, a freight forwarding and customs brokerage company in Semarang serving import-export activities through Tanjung Emas Port. The unit of analysis was the individual employee. The population consisted of all employees in the Semarang office working in operational, documentation, customs, finance, human resources, taxation, and other supporting functions, totalling approximately 18 people. Because of the small population size, the quantitative phase used a census technique (total sampling), in which the entire population was treated as respondents (Sekaran & Bougie, 2019), with inclusion criteria of permanent or contract status, a minimum tenure of six months, and willingness to complete the questionnaire. In the qualitative phase, purposive sampling was used to select five key informants representing operations, import, finance, and human resources, because purposive sampling is appropriate for obtaining a rich diversity of experiences relevant to the research objectives (Saunders et al., 2019). The instrument was a structured questionnaire adapted from established scales, covering respondent profile, personal values across the four higher-order dimensions, perceived organizational culture across the six cultural value orientations (Schwartz, 2006), value-culture

fit measured through four direct perception items (Kristof-Brown et al., 2005), autonomous work motivation based on SDT (Deci et al., 2017), and task and contextual employee performance indicators (Koopmans et al., 2013). All substantive items used a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), which allows composite scores to be treated as near-interval data for parametric analysis (Hair et al., 2019).

The research procedure began with the development and pretesting of the questionnaire on a small group of employees to verify item clarity and completion time, after which wording and item order were revised (Sekaran & Bougie, 2019). The questionnaire was then distributed to all eligible employees using printed forms, accompanied by an explanation of the study purpose, a confidentiality guarantee, and a statement that participation was voluntary, and 18 valid responses were obtained. Returned questionnaires were checked for completeness, item responses were scored from 1 to 5, and composite scores were computed as the mean of items for each dimension and variable. Semi-structured interviews were subsequently conducted with the five key informants, guided by two interview scripts tailored to operational and support functions; the interviews were conducted in Indonesian, audio-recorded with consent, transcribed verbatim, and anonymized using respondent codes, and were complemented by researcher field notes used for triangulation. Quantitative data were analyzed using SPSS through Cronbach's alpha reliability testing with a threshold of 0.70 (Hair et al., 2019), descriptive statistics, Pearson correlation, and simple linear regression for H1, H2, and H3, followed by a multiple regression model entering value-culture fit and work motivation simultaneously as an exploratory mediation test based on the causal-steps logic in which mediation is indicated when the direct coefficient weakens or becomes non-significant while the mediator remains significant (Baron & Kenny, 1986). Given the small sample size, this mediation test is interpreted as exploratory rather than confirmatory. Qualitative data were analyzed using thematic analysis following the six phases of familiarization, initial coding, searching for themes, reviewing themes, defining and naming themes, and reporting (Braun & Clarke, 2006), operationalized through open coding, axial coding, and selective coding. Finally, both strands were integrated by connecting, comparing, and explaining the quantitative patterns through the qualitative themes, consistent with the explanatory sequential logic (Creswell & Creswell, 2018).

4. RESULTS AND DISCUSSION

Respondent Profile

Table 1. Respondent Profile.

Characteristic	Category	F	%	Characteristic	Category	F	%
Department	Operations	5	27.8%	Age Group	< 25 years old	2	11.1%
	Customs	4	22.2%		25-34 years old	2	11.1%
	Documentation	3	16.7%		35-44 years old	4	22.2%
	Finance	2	11.1%		45-54 years old	5	27.8%
	Tax	2	11.1%		55+ years old	5	27.8%
	Human Resources	1	5.6%	Length of Service	6-12 months	1	5.6%
	Other	1	5.6%		1-3 years	2	11.1%
Position	Head	5	27.8%		3-5 years	1	5.6%
	Staff	13	72.2%		> 5 years	14	77.8%
Total		18	100.0%	Total		18	100.0%

Table 1 shows that the 18 respondents were distributed across the core functions of a freight forwarding and customs brokerage company. The largest share came from Operations at 27.8%, followed by Customs at 22.2% and Documentation at 16.7%, which is consistent with the nature of the business because operations, customs clearance, and documentation constitute the heart of ISP's service delivery, while Finance, Tax, Human Resources, and other supporting functions represent the administrative backbone. In terms of position, the majority were staff-level employees (72.2%) and the remainder were head-level employees (27.8%), which is useful because it captures perceptions at both supervisory and operational levels rather than reflecting only managerial views. The age distribution shows a mature workforce, in which respondents aged 45-54 years and 55 years or older each accounted for 27.8%, indicating that a substantial proportion of employees have accumulated considerable life and work experience that may shape their values and their interpretation of organizational culture. The most striking pattern concerns tenure, in which 77.8% of respondents had worked at ISP for more than five years, while only 5.6% had been with the company between six and twelve months. This composition implies that the respondents possess sufficient familiarity with the company's work patterns, culture, and expectations, so their responses can be regarded as informed judgments rather than first impressions, thereby strengthening the relevance of the data for analyzing value-culture fit, motivation, and performance.

Reliability Test

Table 2. Reliability Test Results.

Construct	Number of Items	Cronbach's Alpha	Interpretation
Personal Values	12	0.839	Reliable
Perceived Organizational Culture	13	0.825	Reliable
Value-Culture Fit	4	0.914	Reliable
Work Motivation	6	0.892	Reliable
Employee Performance	6	0.886	Reliable

Table 2 presents the internal consistency of the five constructs measured in this study, all of which exceed the commonly accepted threshold of 0.70 for social and business research (Hair et al., 2019). Personal Values, measured through 12 items, obtained an alpha of 0.839, while Perceived Organizational Culture, measured through 13 items covering the six cultural value orientations, obtained 0.825; both values indicate that the items within each scale consistently capture the same underlying construct despite spanning several conceptual dimensions. The highest reliability was recorded for Value-Culture Fit at 0.914 across four direct perception items, which is expected because the items are relatively homogeneous and address a single subjective judgment of alignment between personal values and company culture. Work Motivation and Employee Performance obtained alphas of 0.892 and 0.886 respectively, each based on six items, confirming that the autonomous motivation composite and the combined task and contextual performance indicators are internally coherent. Since no construct fell below the threshold, no item deletion was required, which is advantageous because removing items in a small sample risks weakening content validity. Overall, the reliability results confirm that the composite scores derived from these scales are sufficiently dependable to be used in the descriptive, correlation, regression, and exploratory mediation analyses reported in the following sections.

Descriptive Analysis of Personal Values and Perceived Organizational Culture

Table 3. Descriptive Statistics of Personal Values and Perceived Organizational Culture.

Construct	Dimension	N	Min	Max	Mean	Std. Deviation
Personal Values	Conservation	18	3.667	5.000	4.333	0.524
	Self-Transcendence	18	3.667	5.000	4.315	0.505
	Openness to Change	18	3.333	5.000	4.167	0.597
	Self-Enhancement	18	2.000	4.333	3.574	0.592
	Total Mean	18	3.417	4.750	4.097	0.418
Organizational Culture	Egalitarianism	18	3.500	5.000	4.333	0.485
	Embeddedness	18	3.333	5.000	4.278	0.608
	Harmony	18	3.000	5.000	4.278	0.600
	Mastery	18	3.500	5.000	4.167	0.569
	Autonomy	18	3.000	5.000	3.833	0.542
	Hierarchy	18	2.500	4.500	3.778	0.548
	Total Mean	18	3.385	4.769	4.124	0.370

Table 3 answers the first two research questions by profiling employee values and perceived culture simultaneously. On the values side, Conservation recorded the highest mean at 4.333, indicating that employees strongly appreciate structure, regulation, stability, and security, which is coherent in a freight forwarding and customs brokerage setting where precision, adherence to regulations, and procedural rigor are paramount. Self-Transcendence followed closely at 4.315, showing that employees also value helping others, fairness, and concern for colleagues, customers, and external stakeholders, an orientation that is functional

in daily work requiring coordination, cooperation, and reaction to operational problems. Openness to Change remained high at 4.167, suggesting a general willingness to learn and improve, whereas Self-Enhancement was the lowest at 3.574; although still above the neutral point, this indicates that ambition, recognition, and personal achievement matter comparatively less than stability, cooperation, and service-based values, consistent with the higher-order structure in which conservation and self-transcendence are motivationally adjacent while opposing self-enhancement (Schwartz, 2006). On the culture side, Egalitarianism was perceived most strongly at 4.333, indicating that ISP is seen as promoting fairness, shared responsibility, and cooperation, while Embeddedness and Harmony both scored 4.278, reflecting a strong sense of belonging, loyalty, relationship orientation, and concern for maintaining good relations with internal and external stakeholders. Mastery at 4.167 indicates perceived encouragement of achievement, problem solving, and service improvement, whereas Autonomy (3.833) and Hierarchy (3.778) were comparatively lower, meaning that employees experience some freedom to take initiative and some hierarchical structure, but neither is as salient as cooperation, belonging, harmony, and achievement orientation. Taken together, the profile depicts a cooperative, relationship-based, and performance-conscious culture consistent with the company's position as a small logistics service firm that depends on internal coordination and long-term relationships with customers and authorities.

Descriptive Analysis of Main Variables

Table 4. Descriptive Statistics of Main Variables.

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Value-Culture Fit	18	3.250	5.000	4.069	0.476
Work Motivation	18	3.000	5.000	4.019	0.495
Employee Performance	18	3.333	5.000	4.093	0.512

Table 4 shows that the three main variables all recorded mean scores above 4.00 on a five-point scale, indicating a generally favorable condition at ISP. Employee Performance obtained the highest mean at 4.093, followed by Value-Culture Fit at 4.069 and Work Motivation at 4.019, while the standard deviations ranging from 0.476 to 0.512 indicate a relatively homogeneous pattern of responses without extreme dispersion. The relatively high value-culture fit score indicates that most employees feel comfortable with the company's values and ways of working, and the minimum score of 3.250 shows that even the least aligned respondent remained above the neutral point, meaning no respondent reported outright value conflict. The work motivation score shows that employees generally feel motivated, find their work meaningful, feel competent, and are willing to invest extra effort, consistent with the autonomous motivation construct emphasized in SDT (Deci et al., 2017). The high employee

performance score indicates that employees perceive themselves as capable of completing work accurately, meeting deadlines, helping colleagues, solving operational problems, and maintaining good communication with customers and external parties. Nevertheless, because performance was measured through self-rating, these figures should be read as perceived rather than objectively verified performance, which is precisely why the qualitative phase was needed to examine whether the reported levels correspond to concrete work behavior in the field.

Correlation Analysis

Table 5. Correlation Matrix.

Variables	Value-Culture Fit	Work Motivation	Employee Performance
Value-Culture Fit	1.000	0.858**	0.797**
Work Motivation	0.858**	1.000	0.877**
Employee Performance	0.797**	0.877**	1.000

Table 5 shows that all bivariate relationships among the main variables are positive and statistically significant at $p < 0.001$, providing preliminary support for the conceptual framework. The strongest correlation is between work motivation and employee performance ($r = 0.877$), indicating that employees reporting higher levels of motivation also report higher performance, which is consistent with meta-analytic evidence that more self-determined motivation is associated with constructive work behavior (Broeck et al., 2021). Value-culture fit correlates strongly with work motivation ($r = 0.858$), meaning that employees who perceive greater congruence between their personal values and the organization's culture also report higher motivation, in line with the argument that value congruence shapes work attitudes through predictability, trust, and interpersonal attraction (Edwards & Cable, 2009). Value-culture fit is also significantly correlated with employee performance ($r = 0.797$), suggesting that employees who feel closer to the company's norms and working methods tend to report better performance outcomes. It is notable that the correlation between value-culture fit and performance is the weakest of the three, while both are strongly linked to motivation, a configuration that already hints at motivation functioning as the intermediate mechanism rather than fit acting directly on performance. At the same time, the high correlation between the two predictors signals a potential multicollinearity concern that must be considered when interpreting the multiple regression model (Hair et al., 2019).

Regression and Hypothesis Testing

Table 6. Regression Results for H1, H2, and H3.

Hypothesis	Model	R	R Square	Adjusted R Square	F	B	Beta	t	Sig.	Result
H1	VCF→WM	0.858	0.737	0.720	44.738	0.892	0.858	6.689	< 0.001	Supported
H2	VCF→EP	0.797	0.635	0.612	27.824	0.857	0.797	5.275	< 0.001	Supported
H3	WM→EP	0.877	0.768	0.754	53.089	0.907	0.877	7.286	< 0.001	Supported

Note. VCF = Value-Culture Fit; WM = Work Motivation; EP = Employee Performance.

Table 6 reports the three simple linear regression models used to test the hypotheses, all of which are significant at $p < 0.001$. In the first model, value-culture fit has a positive and significant influence on work motivation ($B = 0.892$, $\beta = 0.858$, $t = 6.689$, $F = 44.738$), with an R Square of 0.737 meaning that fit alone explains 73.7% of the variance in motivation, a substantial explanatory contribution for a single predictor; the unstandardized coefficient further implies that a one-point increase in perceived fit corresponds to nearly nine-tenths of a point of additional motivation, so H1 is supported. This is consistent with the theoretical expectation that when employees perceive the company's values, expectations, and work practices as consistent with what they personally value, the work environment is more likely to satisfy their needs for autonomy, competence, and relatedness, thereby producing higher-quality autonomous motivation (Deci et al., 2017). The second model shows that value-culture fit also positively and significantly influences employee performance ($B = 0.857$, $\beta = 0.797$, $t = 5.275$, $F = 27.824$), explaining 63.5% of the variance, so H2 is supported; notably this figure is lower than the 73.7% obtained for motivation, indicating that fit is more proximally connected to how employees feel than to what they deliver, an asymmetry that anticipates the mediation logic tested subsequently, and it corresponds with evidence that P-O fit is associated with satisfaction and adaptive coping among operational employees in a logistics-related setting (Autry & Daugherty, 2003). The third model demonstrates that work motivation exerts the strongest single effect on employee performance ($B = 0.907$, $\beta = 0.877$, $t = 7.286$, $F = 53.089$), accounting for 76.8% of the variance and representing a near one-to-one translation in which each additional point of motivation corresponds to roughly nine-tenths of a point of performance, so H3 is supported. This aligns with meta-analytic evidence that self-determined motivation is positively related to constructive work behavior (Broeck et al., 2021) and with logistics-sector research showing that motivation drives employee performance in Indonesian companies (Nusraningrum et al., 2024), which together identify motivation as the operative lever for management attention at ISP.

Table 7. Exploratory Mediation Analysis (Model 4: VCF + WM → EP).

Predictor	B	Beta	t	Sig.	Interpretation
Work Motivation	0.757	0.732	3.072	0.008	Significant
Value-Culture Fit	0.182	0.169	0.709	0.489	Not significant
Model summary: R = 0.881; R Square = 0.776; Adjusted R Square = 0.746; F = 25.971; Sig. < 0.001					

Table 7 reports the exploratory mediation test in which value-culture fit and work motivation are entered together as predictors of employee performance. The overall model remains significant ($F = 25.971$, $p < 0.001$) and explains 77.6% of the variance, a marginal increase over the 76.8% obtained by work motivation alone, which already signals that fit

contributes little additional explanatory power once motivation is controlled. More decisively, work motivation remains significant (B = 0.757, β = 0.732, p = 0.008) whereas value-culture fit becomes non-significant (B = 0.182, β = 0.169, p = 0.489), meaning its direct effect on performance weakens substantially from β = 0.797 in the simple model and loses statistical significance altogether. Following the causal-steps logic, this pattern indicates that work motivation mediates the relationship between value-culture fit and employee performance, so that fit improves performance primarily through its positive effect on motivation rather than directly (Baron & Kenny, 1986). In practical terms, when employees feel a sense of belonging and alignment with the company, they become more motivated to perform well, and it is this motivational state that translates into accurate documents, timely completion, willingness to help colleagues, and proactive problem solving. Nevertheless, given the small sample size of 18 respondents and the high correlation between the two predictors, this mediation finding must be interpreted cautiously as exploratory rather than confirmatory, and a larger sample would be required to test the mediation effect with adequate statistical power (Hair et al., 2019).

Integration of Quantitative and Qualitative Findings

Table 8. Integration Matrix of Quantitative and Qualitative Findings.

Area	Quantitative Finding	Qualitative Explanation	Integrated Interpretation
Personal values	Conservation highest (4.333), followed by Self-Transcendence (4.315).	Emphasis on ketelitian, compliance, safety, honesty, responsibility, and service to customers.	Employees value stability and cooperation because the work involves regulatory risk, safety, and customer trust.
Organizational culture	Egalitarianism (4.333), Embeddedness and Harmony (4.278) strongest.	ISP described as kekeluargaan, supportive, flexible, and responsive, yet formal for important decisions.	Culture is relationship-based and cooperative, but major decisions remain leader-centered.
Value-culture fit	Mean high at 4.069.	Comfort and compatibility, partly achieved through long tenure and adaptation.	Fit is experienced as comfort, trust, and familiarity; stronger relationally than structurally.
Work motivation	Mean 4.019; strongly influenced by fit (β = 0.858).	Driven by salary, family responsibility, trust, and skill utilization; weakened by blame and unclear directions.	Fit builds motivation through trust and social comfort, but is fragile under unclear responsibility.
Employee performance	Mean 4.093; influenced by fit and motivation.	Vessel discharge during Lebaran, import clearance, izin timbun, billing, and payroll continuity under pressure.	Performance appears as service reliability, problem solving, and operational continuity.
Exploratory mediation	WM significant (p = 0.008); VCF non-significant (p = 0.489).	Fit improves performance by creating comfort, trust, and willingness to take responsibility.	Motivation is the key mechanism linking fit to performance.
Organizational gap	High survey scores despite practical weaknesses.	Weak discipline, no written SOP, delayed documents, manual processes, and system constraints.	High fit does not remove operational weakness; formalization is still required.

Table 8 integrates both strands and shows that the qualitative findings consistently explain the mechanisms behind the quantitative patterns rather than contradicting them. The

high Conservation and Self-Transcendence scores are explained by daily work demands, in which import work requires conformance to customs rules and accuracy of HS Code classification, operations requires safety-oriented decisions and resource management, and finance and human resources require accuracy in payment, payroll, billing, confidentiality, and cross-checking. Similarly, the strong perceived Egalitarianism, Embeddedness, and Harmony correspond to respondents' repeated description of ISP as kekeluargaan, supportive, flexible, and comfortable, in which employees feel able to approach leaders and discuss problems, although important decisions regarding cost, finance, policy, and risk remain leader-centered. The interviews also clarify why value-culture fit relates so strongly to motivation, as employees feel motivated when working conditions are compatible with their values through being trusted, being able to discuss issues, supporting colleagues, and having flexibility when the situation requires it, while long-serving employees additionally benefit from familiarity with informal routines and decision patterns. Most importantly, the qualitative evidence supports the mediation result by showing that trusted and comfortable employees are more likely to take responsibility, solve problems quickly, and continue working under pressure, as illustrated by holiday vessel discharge, customs clearance and izin timbun handling, and the maintenance of billing and payroll continuity despite delayed documents. At the same time, the interviews reveal that high fit does not eliminate operational weaknesses, since discipline problems, absent written SOP, manual processes, and external system constraints persist alongside high survey scores, indicating that fit and formalization are distinct organizational conditions.

ISP Has Strong Value-Culture Fit, but the Fit Is Mostly Informal

The overall conclusion from the integrated analysis is that ISP already possesses a high level of value-culture fit with its current employees. The majority of respondents have worked for the company for a long time and have adjusted to the way the company operates, and they are typically at ease with the family atmosphere, the flexibility of their work, and the supportive stance of leadership in problem solving. Field notes reinforce this pattern, as the great majority of respondents explicitly associated the company with comfort, trust, support, and kekeluargaan, which is consistent with the quantitative finding that even the lowest fit score remained above the neutral point.

However, this fit is largely informal in character. It rests on personal relationships, long tenure, oral communication, and tacit understanding rather than on systems or standardized procedures. This distinction is crucial because it explains how survey scores can be high while practical management issues persist. The fact that employees feel comfortable in the business

setting does not automatically mean that they are disciplined, that documentation is consistent, or that accountability is clearly assigned, which is precisely the configuration observed at ISP.

This interpretation is consistent with the argument that value congruence operates through relational mechanisms such as communication, predictability, interpersonal attraction, and trust (Edwards & Cable, 2009). These mechanisms are relational by nature, so they can flourish without formal structure, and this explains why subjective fit at ISP is strong even in the absence of written procedures. It also indicates that management should not interpret high fit scores as evidence that the organizational system is adequate, since the two conditions are conceptually and empirically separable.

Employee Performance Relies on Key People and Tacit Knowledge

The interviews and field notes reveal that many performance outcomes rely on the presence of knowledgeable employees who are familiar with port operations, customs procedures, customer expectations, payment systems, payroll systems, and informal working practices. This is a positive trait because experienced employees can resolve problems quickly, but it also constitutes a risk because the knowledge is held by key persons and remains undocumented, which makes service continuity contingent on individual availability rather than on organizational capability.

This pattern is visible across multiple functions. Import work requires knowledge of HS Code, PIB, customs responses, and regulatory interpretation; operations depends on field coordination, resource preparation, trucking, tally, and warehouse communication; and finance and human resources require familiarity with documents, billing, payroll, bank checks, accounts receivable, and internal administration. In the absence of written SOP, checklists, and knowledge-sharing systems, workflow performance can deteriorate when key personnel are absent, ill, overloaded, or leave the company.

This finding is coherent with the view that knowledge is embedded in organizational members, tools, and tasks, so that the ability to transfer knowledge becomes an important basis of organizational advantage (Argote & Ingram, 2000). It also connects to the retention literature in logistics, which shows that turnover generates not only replacement costs but also the loss of tacit knowledge and consequent service disruption (Chang et al., 2024). For ISP, this means that knowledge transfer is required not merely for employee development but for service continuity itself.

Work Motivation Is the Main Pathway to Performance

The quantitative mediation result and the qualitative interviews converge on the conclusion that motivation is the principal pathway through which value-culture fit improves

performance. Motivated employees are also those who feel comfortable, trusted, and integrated into the company culture, and the field notes indicate that motivation is associated with salary, family responsibility, trust from leaders, supportive relationships, bonuses or facilities, and the opportunity to use one's expertise. This configuration corresponds to the SDT proposition that autonomy, competence, and relatedness jointly generate higher-quality motivation (Deci et al., 2017).

However, motivation is not necessarily stable. It can be reduced by poor coordination, unclear responsibility, blame directed at other divisions for delays, health conditions, family burdens, weak discipline, manual handling, and unclear instructions. This volatility matters because motivation is the mediating mechanism, so any factor that erodes motivation will propagate directly into performance, which explains why the same employees who report high fit can still experience fluctuating output.

Consequently, strengthening motivation at ISP should not be limited to salary and comfort, but should also target the removal of avoidable frustration through clearer procedures, cross-divisional coordination, and fair allocation of accountability. This recommendation is supported by evidence that motivation drives employee performance in Indonesian logistics companies when the work environment and engagement conditions are supportive (Nusraningrum et al., 2024), and by the broader finding that more self-determined motivation is consistently associated with constructive work behavior (Broeck et al., 2021).

The Main Organizational Gap Is Not Cultural Fit, but Formalization

The qualitative phase indicates that culture is not the primary concern at ISP, since employees feel united and at ease within the company. The greater concern is that the strong family orientation is not adequately supported by formal systems, and respondents frequently mentioned the need for written SOP, clearer rules, better discipline, checklists, administrative systems, sanctions, facilities, and more reliable external system support. This means that the diagnosis for ISP is one of underdeveloped formalization rather than cultural misalignment.

This gap is particularly consequential in a logistics and customs brokerage business, where timeliness, document accuracy, compliance, payroll accuracy, cash-flow control, and customer trust are essential. A family-like culture can enable teamwork and loyalty, but without SOP and discipline it can produce inconsistency, delayed documentation, ambiguity of roles, and unnecessary stress, and these are precisely the operational weaknesses reported by finance, human resources, and import respondents alongside otherwise high fit scores.

The managerial implication is therefore not to dismantle the family culture but to reinforce it with managerial systems. This is consistent with the principle that formalization

can be designed as an enabling rather than coercive instrument, in which written rules function as practical tools that help employees complete work and handle exceptions instead of serving only as monitoring devices (Adler & Borys, 1996). Under this logic, formalization at ISP would preserve the trust, flexibility, and social support that currently motivate employees while making critical work more predictable and less dependent on the presence of one experienced person.

5. CONCLUSION AND RECOMMENDATION

This study concludes that the alignment between employee personal values and perceived organizational culture plays an important role in supporting work motivation and employee performance at PT Indo Samudera Perkasa. Employees hold strong Conservation (4.333) and Self-Transcendence (4.315) values and comparatively lower Self-Enhancement (3.574), indicating an orientation toward stability, order, responsibility, and cooperation rather than personal ambition, while they perceive the company culture as strongest in Egalitarianism (4.333), Embeddedness (4.278), and Harmony (4.278), namely family-oriented, relationship-based, flexible, and responsive, yet still leader-centered for major decisions. All three hypotheses were supported, as value-culture fit positively influenced work motivation ($\beta = 0.858$, $p < 0.001$, $R^2 = 0.737$) and employee performance ($\beta = 0.797$, $p < 0.001$, $R^2 = 0.635$), and work motivation positively influenced employee performance ($\beta = 0.877$, $p < 0.001$, $R^2 = 0.768$), while the exploratory mediation analysis showed that the direct effect of fit became non-significant ($p = 0.489$) once motivation was entered ($p = 0.008$), indicating that motivation is the main pathway linking fit to performance, although this result must be treated as exploratory given the small census sample of 18 respondents, the self-rated performance measure, and the cross-sectional design.

The qualitative findings explain that fit is experienced through comfort, trust, and social support and translates into practical problem solving under pressure, yet they also reveal that this fit remains informal and is not supported by written SOP, clear sanctions, formal accountability, or structured knowledge transfer, so that performance still depends on key people and tacit knowledge. It is therefore recommended that management preserve the family-oriented culture while strengthening formal work systems through written SOP and practical checklists, cross-functional coordination and clear ownership, fair and consistent discipline procedures, knowledge transfer and backup capacity, and motivation support through recognition, fair feedback, and adequate work facilities, beginning with the highest-risk processes; future research is advised to use larger samples across several freight forwarding

companies, to combine self-rated performance with supervisor ratings and objective operational records, and to adopt a longitudinal design to test whether improvements in procedures, discipline, and coordination produce sustained performance gains.

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