

## **ABSTRACT**

*This study examines the influence of organizational culture and motivation on employee performance with job satisfaction as a mediating variable in outsourcing companies. A quantitative approach using Structural Equation Modelling–Partial Least Square (SEM-PLS) was applied to 165 respondents from Outsourcing Company XYZ in Semarang. The results show that organizational culture and motivation have a positive and significant effect on both job satisfaction and employee performance, directly and indirectly. Job satisfaction partially mediates the relationship between organizational culture, motivation, and performance. The implication suggests that companies should strengthen organizational culture and enhance both intrinsic and extrinsic motivation through fair rewards, career development, and a supportive work environment to sustainably improve employee performance.*

**Keywords:** *organizational culture, motivation, job satisfaction, employee performance, outsourcing.*



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