



Impact of Inclusive Culture and Work Environment on Employee Performance with Job Satisfaction as a Mediator

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Abstract

This study examines and analyzes the influence of inclusive culture and work environment on employee performance, with job satisfaction serving as a mediating variable. The population consisted of 190 female employees in the Special Region of Yogyakarta, selected through purposive sampling. Data were collected using a four-point Likert scale and analyzed quantitatively using SEM PLS 3. The results indicate that inclusive culture has a positive effect on both job satisfaction and performance, whereas the work environment has a negative effect on job satisfaction. Job satisfaction positively influenced performance and mediated the relationship between inclusive culture and performance. This study highlights the importance of fostering a strong inclusive culture within organizations to enhance employee performance. Additionally, companies should prioritize employee skill development through training programs to improve overall job satisfaction and performance. Therefore, this study suggests that organizations should focus on creating an inclusive and supportive work environment to achieve optimal performance outcomes.

Keywords: *Inclusion Culture, Work Environment, Job Satisfaction, Performance*

INTRODUCTION

Organizational culture plays a crucial role in enhancing employee performance. According to Kurniawan (2019), work culture is a key determinant of performance, as it reflects the underlying philosophy that guides employees' equitable and consistent behavior. However, some organizations—particularly those in Yogyakarta—exhibit negative work cultures that contribute to declining employee performance. Employees often experience discriminatory treatment in such environments, resulting from power imbalances between those in authority and those without decision-making influence. Hofstede (2011) explains that inequality emerges from mental programming shaped by mindsets, values, and actions, forming a cultural system influenced by the surrounding environment (Kusherdiana, 2019). Each employee has specific goals that must be supported by organizations through conducive working conditions and positive organizational behavior (Dewanto & Aseanty, 2023; Maulidiya & Usman, 2021). Inclusive culture refers to an organizational environment that actively promotes diversity and equality, ensuring that all individuals feel valued, respected, and included regardless of their background, identity, or status. It emphasizes awareness, recognition, and appreciation of differences, including social, ethnic, religious, and physical distinctions (Alur & Timmons, 2009). An inclusive culture fosters a sense of belonging among all members, highlighting the importance of fair and equal treatment as a key determinant of both individual and collective well-being (Abrams et al., 2004).

According to Hofstede (2011), corporate culture consists of four key dimensions: individualism and power distance. Individualism reflects an orientation in which both individual and group interests are considered central to the organization, allowing for personal autonomy

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and freedom. Factors that influence individualism include educational background, company history, organizational size, and other contextual variables. The dimension of power distance, which represents the degree of inequality and hierarchical gaps within organizations—particularly between those who possess authority and those who do not—is closely related to individualism (Hofstede, 2011). Diniarsa and Batu (2023) emphasized the necessity for companies to adopt an inclusive corporate culture, which can enhance employee performance through increased job satisfaction.

Idris et al. (2020) defined employee performance in terms of cooperation and commitment to organizational standards. Goal-oriented employees who strive to complete specific tasks tend to demonstrate positive behaviors and outcomes. Therefore, both organizational culture and the work environment influence employee performance. Organizational culture has a positive impact on job satisfaction and employee performance, as evidenced by the findings of Zaky (2021), Kurniawan (2019), Kusbiantoro and Majakin (2021), Nelly and Erdiansyah (2022), Armia (2002), and Saputri et al. (2014). Additionally, the work environment significantly and positively affects employee performance (Dewanto et al., 2023; Fatimah et al., 2019; Maulidiya & Usman, 2021; Pawirosumarto et al., 2017; Idris et al., 2020; Kurniawanto et al., 2022; Kotter & Heskett, 2006). However, contrasting findings suggest that the work environment may have no significant impact on performance (Jufrizen & Rahmadhani, 2020). Job satisfaction is often identified as a mediating variable in the relationship among inclusive culture, work environment, and employee performance. This mediating role is supported by several studies, including those by Kurniawan (2019), Zaky (2021), Nelly and Erdiansyah (2022), Idris et al. (2020), and Kurniawanto et al. (2022).

Based on a review of previous studies, this study aims to analyze the effect of inclusive culture and work environment on employee performance, with JS serving as a mediating variable. The novelty of this study lies in the inclusion of the "inclusive culture" variable, which has been underexplored in prior research, particularly within the Indonesian context. While inclusive culture is a well-established concept in HRM literature globally, studies that specifically examine its impact on Indonesia—especially in Yogyakarta—are limited. This region is characterized by a unique blend of individualism and power distance, reflecting Hofstede's dimensions of culture. Yogyakarta's hierarchical social structure can contribute to the challenges in promoting inclusion, making it a significant setting for this research. Yogyakarta is particularly relevant now due to ongoing socio-economic changes and a growing awareness of diversity and inclusion in the workplace. Work culture in Yogyakarta, particularly within the education sector, private businesses, and NGOs, presents several significant challenges.

In the education sector, Kurniawan (2019) reported instances of unfair treatment toward teaching staff, including discrimination based on gender or job position. Such conditions negatively impact employee motivation and performance. A 2023 report by the Legal Aid Institute indicated that approximately 25% of the 400 female employees surveyed across various sectors in Yogyakarta experienced workplace exclusion or discrimination. This included unfair treatment, both verbal (e.g., demeaning remarks) and institutional (e.g., policies that failed to support equality in promotions or task distribution). These findings reflect persistent inequality in workplace environments. In the private business sector, Dewanto and Aseanty (2023) found that many companies in Yogyakarta still operate under rigid hierarchical structures, which hinder open communication and collaboration among employees. This is consistent with the findings of Fatimah et al. (2019), who observed that unsupportive work environments can decrease job satisfaction and productivity. Although efforts to promote inclusion exist among NGOs, Diniarsa and Batu (2023) revealed that many organizations still face challenges in effectively implementing inclusive policies, leading to dissatisfaction among workers. This study addresses the following research

questions: (1) How does inclusive culture influence job satisfaction and employee performance? (2) How does the work environment affect job satisfaction and performance? (3) Does job satisfaction mediate these relationships?

This study makes a significant contribution to organizational behavior theory and HRM by highlighting the importance of an inclusive culture and a supportive work environment in enhancing employee performance. The findings suggest that an inclusive culture not only improves job satisfaction but also exerts a positive influence on employee performance, with job satisfaction acting as a key mediating variable (Idris et al., 2020; Zahara & Kasmiruddin, 2025). These results are consistent with the self-determination theory, which posits that workplace autonomy and recognition enhance intrinsic motivation (Deci & Ryan, 2000). Organizations are encouraged to develop strategies that foster an inclusive culture to support employee well-being and drive optimal performance outcomes, thereby advancing our understanding of organizational cultural dynamics and their influence on employee behavior.

LITERATURE REVIEW

This study is grounded in Social Exchange Theory, which posits that fair treatment—manifested through an inclusive culture and supportive work environments—fosters reciprocal positive behaviors such as increased job satisfaction and enhanced performance (Cropanzano & Mitchell, 2005). According to this theory, employees who feel valued and included are more likely to engage proactively and perform at higher levels, thereby creating a cycle of mutual benefit for both the organization and its workforce (Shore et al., 2011).

By integrating Hofstede's Cultural Dimensions with Social Exchange Theory, this study analyzes how inclusive culture and work environment influence employee performance, with job satisfaction serving as a mediating variable. This combined theoretical approach allows for a comprehensive understanding of the unique cultural dynamics in Yogyakarta, effectively addressing the research objectives.

Effect of Inclusion Culture on Employee Performance Mediated by Job Satisfaction

This study is grounded in Hofstede's Cultural Dimensions Theory, which identifies several cultural dimensions that influence organizational behavior and workplace interactions. The two dimensions most relevant to this study are individualism and power distance. Individualism describes the extent to which individuals prioritize personal goals over group objectives, while power distance measures the degree to which less powerful members of an organization accept and expect unequal power distribution (Hofstede, 2011). In Yogyakarta, where social structures are generally hierarchical, these two dimensions may pose challenges in fostering an inclusive organizational culture. Previous studies, such as Kurniawan (2019) and Idris et al. (2020), have employed these dimensions to explore the influence of cultural values on employee performance and job satisfaction, highlighting the importance of cultural awareness in effective management practices.

Inclusion is a value that emphasizes awareness, recognition, and appreciation of diversity within an organization, including social, ethnic, religious, and physical differences (Alur & Timmons, 2009). An inclusive culture reflects an organizational commitment to understanding and accepting these differences and fosters a sense of belonging among all members. Fair and equal treatment is a key determinant of both individual and collective well-being (Abrams et al., 2004).

Organizational culture refers to the values and beliefs that emerge from established habits, which develop into norms guiding behavior and decision-making within a company over time (Nelly & Erdiansyah, 2022). These norms shape employee attitudes and behaviors. When

employees demonstrate positive attitudes and respectful behavior toward one another, the organization has implemented an inclusive culture. Conversely, if employee behavior reflects discrimination or injustice toward colleagues, the absence of an inclusive culture may negatively impact employee performance.

Organizational culture plays a crucial role in shaping and determining employees' level of job satisfaction (Lund, 2003). Previous studies have consistently shown that both organizational culture and work environment significantly influence job satisfaction (Agho et al., 1993; Delias et al., 2015). Culture influences job satisfaction because it serves as a motivating factor that encourages employees to perform in alignment with company standards, thereby enhancing performance (Kurniawan, 2019). This influence occurs when the values and norms embedded within the organizational culture align with the specific needs of employees. Organizational culture also establishes behavioral models for daily operations, contributing to a workplace environment that supports employee needs. The extent to which culture fulfills or hinders those needs varies depending on the type of culture present. Janićijević et al. (2018) noted that different cultural norms have varying impacts on an organization's ability to meet employee expectations. One such culture is the inclusive culture, which reflects organizational strategies and procedures aimed at recognizing diversity and promoting equitable treatment (Biswas, 2015). Based on the empirical findings above, the following hypotheses are proposed:

H1a: Culture of inclusion has a significant positive effect on employee performance.

H1b: A culture of inclusion has a significant positive effect on satisfaction

H1c: A culture of inclusion has a significant positive effect on employee performance mediated by job satisfaction.

Effect of Work Environment on Job Satisfaction-Mediated Performance

The work environment refers to the physical and psychological setting in which employees perform their duties, and it can have both positive and negative impacts on their work outcomes. A conducive work environment promotes job performance continuity and effectiveness, whereas an unfavorable environment may hinder productivity and job satisfaction (Badrianto & Ekhsan, 2020; Iis et al., 2020; Pawirosumarto et al., 2017). Therefore, organizations must prioritize the development of a supportive and comfortable work environment, as it significantly contributes to employee performance and workplace well-being (Maulidiya & Usman, 2021). Creating a safe, pleasant, and comfortable work environment is one of the key strategies for enhancing job satisfaction, which in turn positively influences employee performance (Kurniawanto et al., 2020). Furthermore, job satisfaction has been shown to significantly impact employee performance (Idris et al., 2020). Based on the aforementioned empirical evidence, the following hypotheses are proposed:

H2a: The work environment has a significant positive effect on employee performance. H2b: The work environment has a significant positive effect on satisfaction.

H2c: The work environment has a significant positive effect on employee performance mediated by job satisfaction.

Effect of Employee Satisfaction on Employee Performance

Job satisfaction refers to the positive emotional state resulting from one's job evaluation, and it has been shown to significantly influence employee performance (Idris et al., 2020). Job satisfaction arises when employee needs are fulfilled, which in turn fosters enthusiasm and improves performance (Mabaso & Dlamini, 2017). The relationship between job satisfaction and

performance is reciprocal—when satisfaction increases, performance tends to improve. Conversely, a decline in satisfaction can lead to decreased performance ([Kurniawanto et al., 2020](#); [Idris et al., 2020](#)). Increased job satisfaction is positively associated with employee performance quality and consistency ([Indrawati, 2013](#)). Based on the above empirical evidence, the following hypothesis is proposed:

H3: Job satisfaction has a significant positive effect on employee performance.

RESEARCH METHOD

According to [Sugiyono \(2012\)](#), a population is defined as a generalization area consisting of subjects or objects that possess specific characteristics determined by the researcher to draw conclusions. The study population consisted of female employees in the Special Region of Yogyakarta, specifically targeting those employed across various sectors, including education, private businesses, and NGOs. Since the exact population size is unknown, the minimum sample size was determined using [Hair's \(1995\)](#) formula, which recommends multiplying the number of indicators by 5–10 times. Data were collected using a four-point Likert scale and analyzed quantitatively using Smart PLS 3.

Data were collected using a structured questionnaire based on a 4-point Likert scale, ranging from "strongly disagree" to "strongly agree." The decision to use a 4-point scale rather than the more common 5-or 7-point alternatives was made to eliminate the neutral option. This approach encourages respondents to express a definitive opinion, thereby enhancing their attitudes toward the items being measured. By removing the neutral midpoint, the scale reduces indecision and compels respondents to choose a position, which can provide more actionable insights into employee perceptions of inclusive culture and work environment. Although this method may limit the expression of ambivalence, it was considered appropriate for this study's objectives, as it aligns with the aim of capturing clear and decisive feedback regarding respondents' experiences and satisfaction levels. This approach is supported by previous research, which found that it yields reliable data reflecting respondents' true feelings and motivations ([Indrawati, 2013](#)).

Convergent and discriminant validity were assessed using AVE and cross-loadings; composite reliability was evaluated to ensure internal consistency, as recommended by [Hair et al. \(2019\)](#). SEM PLS was chosen because of its suitability for complex models with multiple mediating effects and its robustness with smaller sample sizes. Based on this formula, 190 respondents were selected. Purposive sampling was employed, with specific criteria including the following: (1) respondents must be permanent employees; (2) employed at government institutions; (3) their workplace must have policies related to inclusive culture; and (4) they must have a clear career path within their respective institutions. A method that allows for the targeted recruitment of participants who meet the study's specific criteria. Recruitment was conducted through collaboration with the HR departments of the participating organizations, allowing for direct access to potential respondents. This study adopts a quantitative approach. Primary data were collected through online and offline questionnaires. The data were analyzed using path analysis, which allows researchers to examine causal relationships among variables ([Lleras, 2005](#)).

Table 1 presents the operational definitions, dimensions, and indicators employed in this study. The operational definitions offer a clear explanation of each variable under investigation, whereas the dimensions represent key aspects associated with these variables. Indicators are measurable elements used to assess each dimension.

Table 1. Operational Definition

Variable	Operational Definition	Dimension	Indicator
Culture of inclusion (Booth & Ainscow, 2002)	Inclusion is a core organizational value that emphasizes awareness, recognition, and respect for the organization's diversity. (Alur & Timmons, 2009).	Building Community	1. Everyone feels welcome. 2. Staff help each other. 3. Staff collaborate with each other. 4. Staff treat each other with respect. 5. A partnership exists between staff. 6. Staff work together. 7. All communities are involved.
			1. High expectations for all staff. 2. Staff share a philosophy of inclusion. 3. Staff are valued equally. 4. Staff treat each other as human beings and inhabitants of a locality. 5. Staff strive to remove barriers to learning and participation in all organizational aspects. 6. The company strives to minimize all forms of discrimination.
Work Environment (Rössberg et al., 2004)	The work environment is defined as the conditions and experiences employees encounter at work, including personal accomplishment, workload, conflict, and anxiety, all of which affect satisfaction and performance. (Rössberg et al., 2004).	Workload	1. Work pressure. 2. Assignment.
		Personal	1. Professional

		development	growth. 2. Support. 3. Achievement value. 4. Growth.
		Conflict	1. Conflict.
			1. Freedom to choose your own working method. 2. The amount of variety in your work. 3. Physical working conditions. 4. Opportunity to use your skills. 5. Your coworkers and fellow workers. 6. Recognition you get for good work. 7. The number of hours you work. 8. Your remuneration. 9. The amount of responsibility given to you. 10. Taking everything into consideration, how do you feel about your job?
Job satisfaction (Hills et al., 2011)	Job satisfaction can be defined as the feeling of pleasure and reward a person receives, which includes their assessment of their job or work situation and reflects their responses to the job's characteristics, challenges, and benefits (Hills et al., 2011).	-	
Employee performance (Thompson, 2005)	Employee performance refers to the extent to which an employee's productivity meets the company's performance standards.	-	1. Employees set high goals for themselves. 2. Achieve the set goals. 3. Using time effectively in doing work. 4. The extent to which an employee does more work than required.

Source: Processing result (2025)

Figure 1 illustrates the conceptual research framework, depicting the relationships among the variables studied. In this framework, Inclusive Culture (X1) and Work Environment

(X2) act as independent variables influencing Job Satisfaction (Z), which ultimately affects Employee Performance (Y). Each arrow in the figure represents a hypothesis tested in the study, with the notations H1a, H1b, H1c, H2a, H2b, and H3 indicating the expected relationships between the variables.

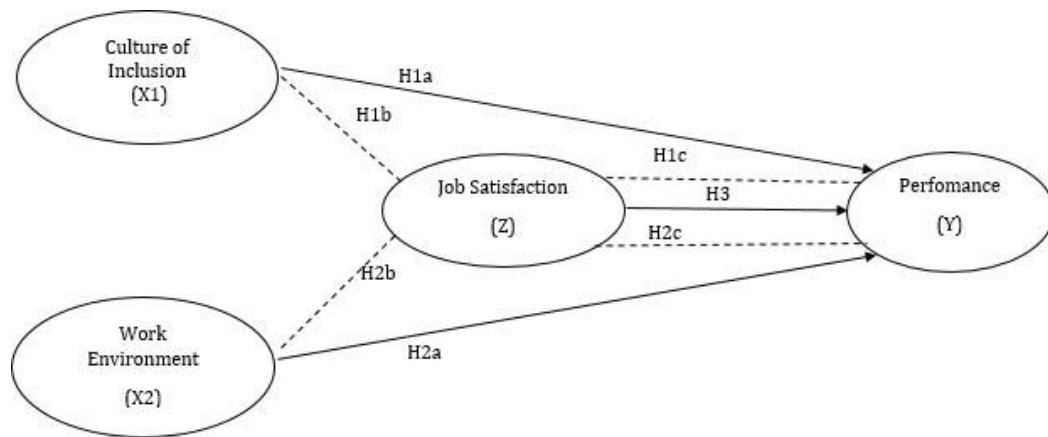


Figure 1. Conceptual Framework

FINDINGS AND DISCUSSION

Respondent Characteristics

The characteristics of the respondents in this study included 190 individuals of various ages: 17% were aged 18-25 years, 36% were 26-35 years, 25% were 36-45 years, and 22% were aged >45 years. Most respondents held lower management positions (79%), while 21% were in middle management. Regarding education, the majority had an undergraduate degree (61%), followed by 9% with junior or senior high school education, 13% with a diploma/vocational qualification (D3), and 17% with postgraduate degrees (S2/S3).

Table 2. Operational Definition

	Respondent Profile	Frequency	Percentage
Age	18-25 years old	33	17%
	26-35 years old	68	36%
	36-45 years old	47	25%
	>45 years old	42	22%
Position Level	Lower Management	150	79%
	Middle Management	40	21%
Income (Rp)	< Rp. 2.000.000	14	7%
	Rp. 2.000.000 - Rp. 3.000.000	56	29%
	Rp. 3.000.000 - Rp. 4.000.000	39	21%
	> Rp. 4.000.000	81	43%
Education	SMP/SMA	17	9%
	D3/Vokasi	116	61%
	S1/Sarjana	25	13%
	S2/S3	32	17%

Source: Questionnaire data processing system (2025)

Description of The Research Variables

In this study, the inclusion culture variable recorded an average score of 3.5, reflecting the positive perceptions of the respondents regarding the presence of inclusive values within their organizations. This suggests that respondents feel valued and accepted in their work environment, which aligns with previous findings indicating that an inclusive culture can enhance both job satisfaction and employee performance (Idris et al., 2020; Zahara & Kasmiruddin, 2025). Table 3 lists the following questionnaire results on the Inclusive Culture variable.

Furthermore, the work environment variable received an average score of 3.14, indicating that although work conditions are generally perceived as good, there is still room for improvement. Table 4 lists the following questionnaire results on the Work Environment variable. The job satisfaction variable scored an average of 3.24, suggesting that respondents are moderately satisfied with their jobs, which may, in turn, contribute to improved performance (Hackman & Oldham, 1976). Table 5 lists the following questionnaire results on the Job Satisfaction variable.

The average score of the performance variable was 3.24, indicating that employees generally perceive themselves as capable of performing well in their tasks. These findings underscore the importance of fostering an inclusive culture and a supportive work environment to promote overall employee satisfaction and performance. Table 4 lists the following questionnaire results on the Performance Employee variable.

Table 3. Result of the Questionnaire on the Inclusive Culture Variable

Variable Statement		SD (1)	D (2)	A (3)	SA (4)	Mean
Building community						
X1.1a	Everyone feels welcome	3	2	100	85	3.4
X1.1b	Staff help each other	2	5	99	84	3.39
X1.1c	Staff collaborate with each other	3	2	90	95	3.45
X1.1d	Staff treat each other with respect	3	0	86	101	3.5
X1.1e	A partnership exists between staff	2	6	100	82	3.37
X1.1f	Staff work together	3	0	93	94	3.46
X1.1g	All communities are involved	3	8	108	71	3.3
Building inclusive values						
X1.2a	High expectations for all staff	1	9	117	63	3.27
X1.2b	Staff share a philosophy of inclusion	2	20	112	46	3.13
X1.2c	Staff are valued equally	3	6	111	70	3.3
X1.2d	Staff treat each other as human beings and inhabitants of a role	4	10	112	64	3.24
X1.2e	Staff strive to remove barriers to learning and participation in all organizational aspects.	2	4	129	55	3.24
X1.2f	The company strives to minimize all forms of discrimination.	3	9	109	69	3.28

Source: Processed primary data (2025)

Table 4. Result of the Questionnaire on Work Environment Variables

Variable	Statement	Frequency				Mean
		(SD)	(D)	(A)	(SA)	
		1	2	3	4	
	Workload					
X2.1b	Assignment	3	34	126	27	2,93
	Personal Development					
X2. 2a	Professional growth	8	23	125	34	2,97
X2.2b	Support	1	11	137	41	3,14
X2.2c	Achievement value	2	14	141	33	3,07
X2.2d	Growth	4	16	127	43	3,10

Source: Processed primary data (2025)

Table 5. Questionnaire Results on Job Satisfaction Variable

Variable	Statement	Frequency				Mean
		(SD)	(D)	(A)	(SA)	
		1	2	3	4	
Z1	Freedom to choose your own working method	6	24	127	33	2,90
Z2	The mount of variety in your work	3	25	129	33	3,01
Z3	Physical working conditions	3	13	137	37	3,09
Z4	Opportunity to use your skills	2	5	128	55	3,24
Z5	Your coworkers and fellow workers	0	12	136	42	3,15
Z6	Recognition you get for good work	0	12	133	45	3,17
Z7	The number of hours you work	6	14	126	44	3,09
Z8	Your remuneration	3	28	118	41	3,03
Z9	Amount of responsibility given to you	4	14	130	42	3,10
Z10	Taking everything into consideration, how do you feel about your job?	2	8	132	48	3,18

Source: Processed primary data (2025)

Table 6. Questionnaire Results on Employee Performance Variables

Variable	Statement	Frequency				Mean
		(SD)	(D)	(A)	(SA)	
		1	2	3	4	
Y1	Employees set high goals for themselves	3	11	113	63	3,24
Y2	Achieve the set goals	1	12	1333	44	3,15
Y3	Using time effectively in doing work	3	3	131	53	3,23
Y4	The extent to which an employee does more work than required	3	48	102	37	2,91

Source: Processed primary data (2025)

Outer Model

Table 7 presents the convergent validity test results for the variables examined in this study. Each variable—including Inclusive Culture, Job Satisfaction, Performance, and Work Environment—is measured using several indicators, which are displayed in the table.

Table 7. Convergent validity

	Culture of inclusion	Job satisfaction	Performance	Work Environment
BI1a	0.811			
BI1b	0.817			
BI1c	0.823			
BI1d	0.825			
BI1e	0.824			
BI1f	0.825			
BI1g	0.806			
BI2a	0.757			
BI2b	0.755			
BI2c	0.833			
BI2d	0.810			
BI2e	0.850			
BI2f	0.782			
K1			0.739	
K2			0.893	
K3			0.862	
K4			0.656	
KK1		0.674		
KK10		0.802		
KK2		0.689		
KK3		0.821		
KK4		0.837		
KK5		0.800		
KK6		0.853		
KK7		0.778		
KK8		0.749		
KK9		0.818		
LK1b				0.649
LK2a				0.752
LK2b				0.848
LK2c				0.884
LK2d				0.894

Source: Processing result (2025)

The first convergent validity test involved the following number of indicators for each variable: culture of inclusion with 13 indicators, work environment with 7 indicators, job satisfaction with 10 indicators, and performance with 4 indicators. Several indicators were declared invalid after the validity test because their coefficient values were less than 0.60. In the second test, invalid data with coefficient values below 0.60 were removed. Data with coefficient

values greater than 0.60 were considered valid because this research is exploratory and an outer loading above 0.60 is acceptable based on previous studies (Chin, 1998; Keil et al., 2000). After this elimination, the number of indicators was as follows: culture of inclusion, 13 indicators; work environment, 5 indicators; job satisfaction, 10 indicators; and performance, 4 indicators.

Table 8 presents the results of the discriminant validity test for the variables examined in this study. Discriminant validity assesses the extent to which indicators of different constructs are not highly correlated, thereby demonstrating that each variable is distinct and measurable independently.

Table 8. Discriminant Validity

	Culture of inclusion	Job Satisfaction	Performance	Work Environment
Culture of inclusion	0.810			
Job Satisfaction	0.676	0.784		
Performance	0.653	0.682	0.793	
Work Environmet	0.640	0.661	0.583	0.811

Source: Processing result (2025)

Discriminant validity aims to test items/indicators of two constructs that should not be highly correlated (Ghozali & Latan, 2014). The criteria used are: $\sqrt{AVE} > \text{correlation between latent constructs}$ (Ghozali & Latan, 2014). Based on the table above, it can be seen that the $\sqrt{AVE}$ value of each variable is higher than the correlation between variables. Therefore, the research can be continued. Table 9 presents the reliability test results for the variables used in this study. Reliability is assessed using two main indicators: Cronbach's Alpha and Composite Reliability, both of which indicate the internal consistency of the measurement instruments.

Table 9. Reliability Test

	Cronbach's Alpha	Composite Reliability	Average variance extracted (AVE)
Culture of inclusion	0.956	0.961	0.655
Job Satisfaction	0.930	0.941	0.615
Performance	0.799	0.870	0.629
Work Environment	0.868	0.904	0.657

Source: Processing result (2025)

This test was conducted to ensure that the data were both valid and reliable. The data are considered valid if the composite reliability value exceeds 0.7, and reliable if the Cronbach's alpha value is greater than 0.7 (Ghozali & Latan, 2015). The test results show that Cronbach's alpha values for all variables exceed 0.7, indicating that the variables are reliable. Additionally, the composite reliability values are above 0.7, confirming the validity of the data. Therefore, the data used in this study are both valid and reliable.

Inner Model

Table 10 presents the results of the regression analysis, showing the R-squared and adjusted R-squared values for two variables: Job Satisfaction and Performance.

Table 10. R Square

	R Square	Adjusted R-square
Job Satisfaction	0.545	0.540
Performance	0.541	0.533

Source: Processing result (2025)

The R-square value in SEM analysis ranges from 0 to 1, where a value of 0 indicates that the model cannot explain any of the data variability, and a value of 1 indicates that the model explains all of the variability. Therefore, a higher R-square value suggests a better model in terms of explaining the relationships between variables (Henseler et al., 2009).

The total coefficient of determination (R^2) can be calculated as follows:

$$\begin{aligned}
 R^2 &= 1 - (1 - 0.540)(1 - 0.533) \\
 &= 1 - (0.460 \times 0.467) \\
 &= 1 - (0.214) = 0.785
 \end{aligned}$$

The total coefficient of determination (R^2) was calculated to be 0.785, indicating that value is 0.785, which means that 78.5% of the variability in the model can be explained by the variables included in the study. The remaining 21.5% of the variability is attributed to factors outside the scope of the research model.

Figure 2 presents the structural test results obtained from the analysis using SEM-PLS, providing deeper insight into the relationships between the variables in this study.

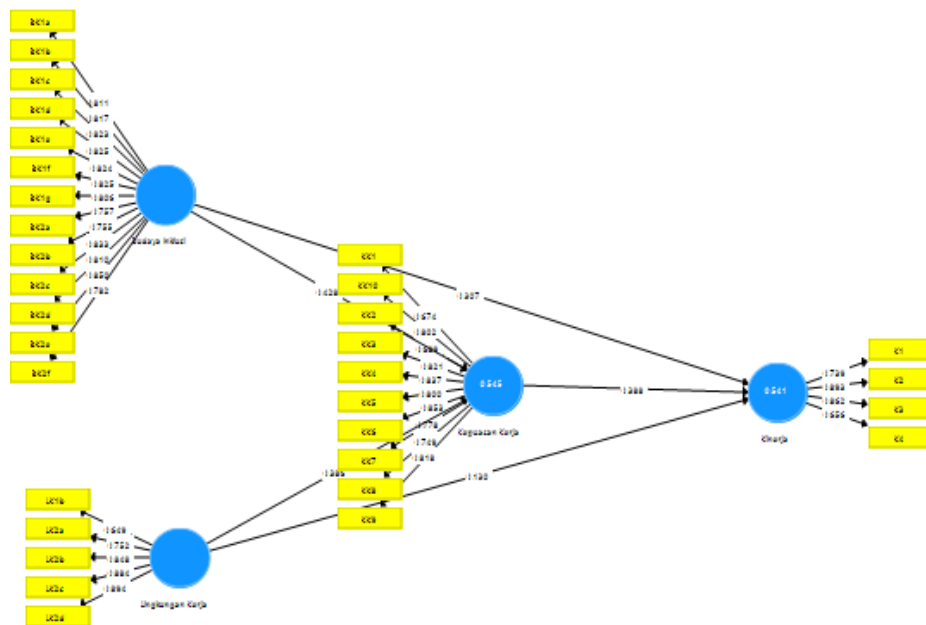
**Figure 2.** Structural Test Results

Table 11 presents the results of the hypothesis tests conducted in this study. The table includes several tested hypotheses along with the sample size, sample mean, standard deviation, t-statistics, and corresponding P-values.

Table 11. R Square

Hypothesis		Original sample (O)	Sample mean (M)	Standard Deviation	T Statistics	P Values	Conclusion
H1a	CI -> P	0.307	0.300	0.097	3.181	0.002	Accepted
H1b	CI -> WE	0.428	0.415	0.128	3.349	0.001	Accepted
H1c	CI -> WE -> P	0.166	0.166	0.079	2.100	0.037	Accepted
H2a	WE -> P	0.130	0.140	0.117	1.114	0.267	Rejected
H2b	WE -> JS	0.386	0.404	0.145	2.667	0.008	Accepted
H2c	WE > JS > P	0.150	0.149	0.063	2.380	0.018	Accepted
H3	JS ->	0.388	0.384	0.115	3.372	0.001	Accepted

Source: Processing result (2025)

Inclusive culture has a significant and direct positive effect on job satisfaction and performance. Job satisfaction has a significant positive effect on performance. The work environment has a positive but insignificant effect on job satisfaction and performance. However, when mediated by job satisfaction, the culture of inclusion has a significant, indirect, and positive effect on performance. Similarly, when mediated by job satisfaction, the work environment also has a significant indirect positive effect on performance.

Discussion

The results of this study align with those of [Syakbandy and Rahmah \(2023\)](#). Similarly, [Irfan \(2021\)](#) reinforces the present findings by highlighting that a culture of inclusion serves as a critical determinant in improving employee performance. Respectful treatment of colleagues fosters a safe and supportive work environment, where each individual feels valued and recognized. Employees who feel respected tend to be more engaged and motivated to perform at their best ([Roberson, 2006](#)). An inclusive environment promotes better collaboration and communication, contributing to increased productivity and innovation ([Shore et al., 2011](#)). Mutual respect also reduces the potential for conflict and enhances job satisfaction, which positively impacts team performance. Employees who perceive their contributions as valued are more likely to actively participate in discussions and share ideas, leading to more creative and effective solutions ([Nishii & Mayer, 2009](#)). Thus, a culture of inclusion that emphasizes respectful treatment of all individuals not only improves interpersonal relationships but also contributes to better organizational performance ([Hofstede, 2011](#); [Biswas, 2015](#); [Nelly & Erdiansyah, 2022](#)).

Inclusion culture has a significant influence on job satisfaction, which aligns with [Satriawan's \(2024\)](#) findings. Employees who feel valued and recognized for their skills and contributions not only boost their self-confidence but also encourage active participation in tasks and projects ([Shore et al., 2011](#)). The opportunity to fully apply their abilities contributes to job satisfaction, as individuals feel they can make meaningful and valuable contributions to the team and organization ([Nishii & Mayer, 2009](#)). Inclusive culture has a significant positive effect on employee performance, especially when JS acts as a mediator. This finding aligns with the findings of [Zahara and Kasmiruddin \(2025\)](#). An inclusive environment enables employees to feel comfortable expressing their ideas and opinions, which in turn enhances job satisfaction and performance. The opportunity to utilize their abilities contributes to job satisfaction. Individuals who are given space to apply their skills and knowledge feel more engaged and motivated to achieve better results ([Nishii & Mayer, 2009](#)). This creates a positive cycle in which high JS drives better performance, and conversely, good performance can further increase JS. Employees feel

more motivated to contribute their full potential when a culture of inclusion supports individual aspirations, positively impacting the overall performance of the team and organization (Roberson, 2006).

The results of this study indicate that the work environment has no significant influence on performance, which is consistent with the findings of Arianto (2013), Jufrizen and Rahmadhani (2020), Pasaribu (2019), Andriyani et al. (2020), and Lestary and Chaniago (2017). Several factors may explain this discrepancy. First, the sample was limited to female employees in Yogyakarta, which may limit the generalizability of the findings. The cultural context of Yogyakarta—characterized by high power distance—may influence how employees perceive and report their work environment. Employees may be less likely to express dissatisfaction, leading to a more favorable assessment of their working conditions than is warranted. Additionally, the use of a four-point Likert scale may have constrained responses, limiting respondents' ability to express ambivalence accurately. Importantly, intrinsic motivation could play a significant role; employees with strong personal goals may achieve high performance regardless of external environmental factors, thereby diluting the work environment's observable impact on performance outcomes.

Future research should consider these limitations and use a more diverse sample to gain a more comprehensive understanding of these dynamics. While a positive work environment can support performance, intrinsic motivation derived from personal goals often plays a more decisive role in achieving performance outcomes. Employees who set high standards tend to focus on attaining these goals regardless of environmental conditions (Locke & Latham, 2002). Research shows that individuals with clear and ambitious goals are more likely to exert effort and overcome challenges, even in less supportive environments (Schunk, 2003). Employees with strong internal motivation can overcome various barriers within the work environment, such as high workloads or a lack of coworker support. Although the work environment can influence performance, factors such as personal goals and intrinsic motivation are often more influential in determining work outcomes (Ryan & Deci, 2000). Thus, individuals with strong personal goals can achieve high performance, even if the work environment does not provide optimal support.

The research findings indicate that the work environment has a significant positive effect on job satisfaction, which aligns with the findings of Andriany (2019), Adinata and Turangan (2023), Wuwungan et al. (2017), Saputra (2022), Khosi'ah et al. (2023), and Irma and Yusuf (2020). Employees feel valued and recognized for their skills and contributions when organizations create a supportive atmosphere. The opportunity to fully apply their abilities not only boosts self-confidence but also encourages employees to engage more actively in their work. Research shows that job satisfaction increases significantly when employees can utilize their skills and knowledge (Maha & Herawati, 2022). A positive work environment fosters a stronger sense of attachment and commitment to the organization. Employees who feel they can contribute effectively tend to be more satisfied with their work and more motivated to achieve organizational goals. This suggests that the opportunity to use their abilities is a key factor in enhancing job satisfaction, which in turn positively impacts the team and organization's overall performance (Fenianti & Nawawi, 2023).

The work environment has a significant positive effect on employee performance, with job satisfaction acting as a mediator, which aligns with Siagian and Khair (2018). The organization's personal development contributes to job satisfaction because employees feel valued and have opportunities to improve their skills. When employees perceive that they are being developed, they tend to be more motivated and committed to achieving organizational goals, which positively impacts performance (Fenianti & Nawawi, 2023; Azuraa et al., 2023). Setting high personal goals also plays an important role in enhancing job satisfaction. Employees who set high standards for themselves tend to be more motivated and committed to achieving those goals,

which increases their sense of accomplishment and satisfaction (Locke & Latham, 2002).

This study found that JS has a significant positive effect on employee performance, which is consistent with the research of Nurhandayani (2022), Suryawan et al. (2021), and Prasetyo and Marlina (2019). When employees feel satisfied with their work, they tend to be more motivated to contribute optimally. The opportunity to apply their skills and knowledge increases self-confidence and encourages greater involvement in their tasks (Hackman & Oldham, 1976). This suggests that high job satisfaction creates an environment in which employees feel valued and recognized, which in turn improves performance. Setting high personal goals also contributes to improved performance. Employees who set high standards tend to be more committed to achieving those goals, which increases their sense of accomplishment and satisfaction (Locke & Latham, 2002). As job satisfaction rises, individuals are more likely to strive and innovate, which positively impacts overall performance. Research indicates that the relationship between job satisfaction and performance is particularly strong, especially in contexts where individuals feel they have control over their work and can pursue ambitious personal goals (Judge & Bono, 2001).

CONCLUSIONS

This study reveals that inclusive culture and work environment significantly influence female employees' performance in the Special Region of Yogyakarta, with job satisfaction acting as a mediator. The results indicate that an inclusive culture not only enhances job satisfaction but also directly improves employee performance. Conversely, although the work environment positively impacts job satisfaction, its effect on performance is not significant. Therefore, fostering a strong inclusive culture within organizations is essential to drive better performance. Female employees are encouraged to leverage available opportunities to utilize their skills and abilities to enhance performance. Setting high goals is also crucial, as individuals with ambition tend to be more motivated and committed to their work. Additionally, actively participating in building an inclusive work environment is vital, as mutual respect and support among colleagues can create a better atmosphere and increase job satisfaction (Fenianti & Nawawi, 2023; Idris et al., 2020).

In this study, the variable that most influences employee performance is the inclusion culture. The research shows that an inclusive culture not only enhances job satisfaction but also significantly contributes to employee performance. This finding aligns with previous studies indicating that an inclusive work environment can boost employee motivation and engagement, which in turn positively impacts productivity (Irfan, 2021; Zahara & Kasmiruddin, 2025). Organizations can ensure that every employee feels valued and recognized by fostering a strong inclusive culture, which is crucial for improving overall performance (Idris et al., 2020). The findings suggest that companies should focus on developing an inclusive culture and providing training that supports employee skill development to achieve optimal performance outcomes.

Female employees must also continue to develop their skills and knowledge through training and personal development programs provided by the company. An environment that supports individual growth not only increases job satisfaction but also improves performance. Female employees can achieve better results at work by focusing on opportunities for self-development and collaboration (Maha & Herawati, 2022).

Theoretically, this study extends social exchange theory by demonstrating that perceived inclusion is an important social resource that enhances satisfaction and performance, reinforcing the role of organizational support and respect in motivating employees.

LIMITATIONS AND FURTHER RESEARCH

This study is limited by its focus on female employees in government institutions within Yogyakarta only, which may restrict generalizability to other regions or sectors. Moreover, the use of self-reported questionnaires might introduce response bias. To address these limitations, future studies should examine male employees or mixed-gender samples to compare inclusion effects. To enhance generalizability, researchers should expand the study to other provinces or private sector firms. Qualitative research could explore how employees perceive and enact an inclusive culture in daily work interactions.

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