

# ORGANIZATIONAL SUPPORT AND INNOVATION CULTURE AS DRIVERS OF JOB SATISFACTION AND EMPLOYEE PERFORMANCE IN INAPORTNET UTILIZATION

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## Abstract

Global public sector digital transformation emphasizes that the success of technology-based systems is determined not only by infrastructure readiness but also by organizational factors and employee psychological conditions. The current literature shows inconsistencies in explaining how organizational support and innovation culture translate into digital performance, particularly in the context of highly regulated bureaucracies. This study aims to integratively examine the influence of organizational support and innovation culture on employee job satisfaction and performance in the use of Inaportnet at KSOP Class I, Samarinda. A quantitative explanatory approach was used with a census method on 54 employees and analyzed using partial least squares (PLS)-based SEM. The results indicate that organizational support and innovation culture significantly affect job satisfaction and performance, with job satisfaction acting as the main mediator. Theoretically, this study integrates social exchange theory and dynamic capabilities in the context of public sector digital transformation. The novelty of this study lies in the confirmation of psychological mediation mechanisms in a high-risk port organization, which tests the limits of the theory's application to digital bureaucracy.

**Keywords: Organizational Support; Culture of Innovation; Job Satisfaction; Employee Performance; Public Sector Digital Transformation; Inaportnet**

## Introduction

Public sector digital transformation has become a global strategic agenda, forcing government organizations to reconstruct their work processes, coordination patterns, and technology-based service systems. The implementation of digital port systems in various countries demonstrates that the success of digitalization is determined not only by technological readiness but also by organizational factors that influence employee attitudes and behaviors (Vial, 2021; Wirtz et al., 2022). Recent literature on public sector digital transformation confirms that individual resistance, low organizational support, and a non-adaptive work culture are key obstacles to optimizing digital systems (Mergel et al., 2021; Mergel et al., 2023). Recent theoretical debates also underscore that the success of public technology adoption is strongly influenced by the psychological and social context of the organization, particularly employees' perceptions of organizational support and the innovation climate (Fernandez & Gallardo-Gallardo, 2023; Van der Voet & Kuipers, 2022). Thus, the scientific challenge at the international level no longer lies in whether technology is available but rather in how organizational factors influence job satisfaction and performance in the context of digital system use. In theory, perceived organizational support is rooted in social exchange theory, which explains that employees reciprocate organizational treatment through positive attitudes and performance (Cropanzano et al., 2017; Kurtessis et al., 2017). Studies over the past three to five years have shown a consistent relationship between organizational support and job satisfaction, as well as an indirect effect on performance (Caesens & Stinglhamber, 2020; Eisenberger et al., 2020). However, the literature also shows inconsistent findings when examining these variables in the context of public sector digitalization. Some studies have reported that organizational support only increases affective commitment without

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directly impacting technology-based performance (Moussa & Othman, 2022), while others have shown a significant effect on digital performance (Al-Okaily *et al.*, 2023). This inconsistency indicates unclear mechanisms linking organizational support to performance in the context of government digital systems. In contrast, an innovation culture is understood as a pattern of values and norms that encourage the exploration of ideas, learning, and adaptation to change (Hartnell *et al.*, 2019). Contemporary literature positions innovation culture as a key determinant of improved digital work performance and job satisfaction in technology-based organizations (Khan *et al.*, 2021; Salmela-Aro *et al.*, 2023). However, most studies have been conducted in the private sector or for-profit industries, making their generalizability to government port organizations questionable. Public sector studies have shown that innovation culture is often hampered by bureaucracy and strict regulations, which can potentially alter the direction and strength of the relationships among variables (Torugsa & Arundel, 2022). Thus, the theoretical boundary conditions regarding how an innovative culture functions in maritime bureaucratic environments have not been adequately tested.

The theoretical gap becomes even more apparent when the two constructs—organizational support and innovation culture—are rarely tested simultaneously to explain employee job satisfaction and performance in public digital systems. The literature tends to separate social exchange-based approaches from organizational culture-based approaches without integrating them into a coherent conceptual model (Van der Wal *et al.* 2022). However, in the context of Inaportnet's use as a national shipping and logistics service system, operational success is determined not only by technical readiness but also by employees' psychological experiences with the organization and the innovative orientation of their work environment. The absence of this integrative model opens up a significant conceptual space for testing. Based on this gap, the research question posed is not simply whether organizational support and innovation culture influence job satisfaction and performance but how these two organizational factors shape the psychological mechanisms that drive employee performance in the context of using a government digital port system. Theoretically, this study examines whether the combination of perceived organizational support and innovation culture strengthens the relationship between work attitudes and performance in a digital bureaucratic environment and whether the public maritime context tests the limits of the application of social exchange theory and innovation culture theory.

The main theoretical contribution of this study lies in the integration of social exchange theory with innovation culture theory to explain technology-based performance in the public maritime sector. This integration expands the previously partial literature and offers a conceptual model that explains the simultaneous relationship between organizational support, innovation culture, job satisfaction, and employee performance in digital government systems. The methodological contribution is realized through the testing of a structural model based on structural equation modeling, which allows for the simultaneous estimation of causal relationships between latent variables in the context of digital bureaucracy. The contextual contribution lies in testing the theory within the environment of the Harbormaster's Office and Class I Port Authority of Samarinda, which represents a maritime public organization with a high level of regulation and complex national logistics services, thus testing the limits of the theory's generalizability in the context of digital bureaucracy in developing countries.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### Organizational Support as a Strategic Resource in Public Digital Transformation

Organizational support is a relational resource that shapes the quality of relationships between employees and institutions. From the perspective of social exchange theory, the perception that an organization values employee contributions and cares about employee well-being encourages reciprocity in the form of positive work attitudes and improved performance. This support includes the availability of training, technical facilitation, procedural clarity, and policies that reduce uncertainty during changes in work systems. The literature over the past three to five years indicates that perceived organizational support is positively related to job satisfaction and indirectly influences performance through psychological mechanisms such as commitment and engagement (Caesens & Stinglhamber, 2020; Liu *et al.*, 2023). In the context of public sector digital transformation, organizational support is a key determinant because technology-based work system changes increase adaptation demands and the risk of work-related stress (Mergel *et al.*, 2023). From a resource-based perspective, organizational support can be viewed as an intangible resource that creates internal capability advantages. This resource is difficult to imitate because it is embedded in routines, incentive systems and leadership patterns. In the Inaportnet-based port service system, organizational support strengthens individual readiness to utilize technology effectively. Without adequate support, digital systems can

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increase administrative burdens and reduce job satisfaction. Therefore, organizational support is expected to directly influence employees' job satisfaction and performance in using the system.

H1: Organizational support positively affects employee job satisfaction when using Inaportnet.

H3: Organizational support positively affects employee performance in using Inaportnet.

## Innovation Culture as a Dynamic Capability of Public Organizations

A culture of innovation represents a system of values and norms that encourages learning, collaboration, and courage to take the initiative in the face of change. Within the framework of dynamic capability, a culture of innovation serves as an internal mechanism that enables an organization to detect changes, reconfigure work processes, and integrate new technologies into operational practices. Digital transformation in port services requires not only technological tools but also a culture that supports experimentation, tolerance for constructive errors, and updated work procedures. Recent empirical research has shown that an innovation-oriented organizational culture is positively correlated with job satisfaction and system-based performance improvement (Torugsa & Arundel, 2022; Salmela-Aro et al., 2023). However, some studies have found that in bureaucratic public organizations, the effect of an innovative culture on performance can be weakened if not accompanied by adequate structural support (Van der Voet & Kuipers, 2022). This inconsistency highlights the need to examine the innovation culture in the context of maritime bureaucracies with strict regulations and high service standards.

H2: Innovation culture has a positive influence on employee job satisfaction when using Inaportnet.

H4: Innovation culture positively influences employee performance in using Inaportnet.

## Job Satisfaction as a Psychological Connective Mechanism

Job satisfaction is an affective and cognitive evaluation of work experience. Within the framework of social exchange theory, job satisfaction functions as a psychological response to an organization's treatment of its employees. When employees feel supported and engaged in an innovative culture, job evaluations become more positive, thereby increasing motivation and task performance quality. Empirical studies have shown a significant relationship between job satisfaction and individual performance, particularly in work environments undergoing digital transformation (Al-Okaily et al., 2023; Liu et al., 2023). In the context of Inaportnet use, job satisfaction reflects the extent to which employees view digital systems as tools that simplify or complicate their work processes. Satisfied employees tend to demonstrate consistency in system use, accuracy in data input, and greater service orientation. Thus, job satisfaction is thought to have a direct influence on performance and also acts as a mediating mechanism in the relationship between organizational factors and performance.

H5: Job satisfaction positively affects employee performance when using Inaportnet.

## The Mediating Role of Job Satisfaction

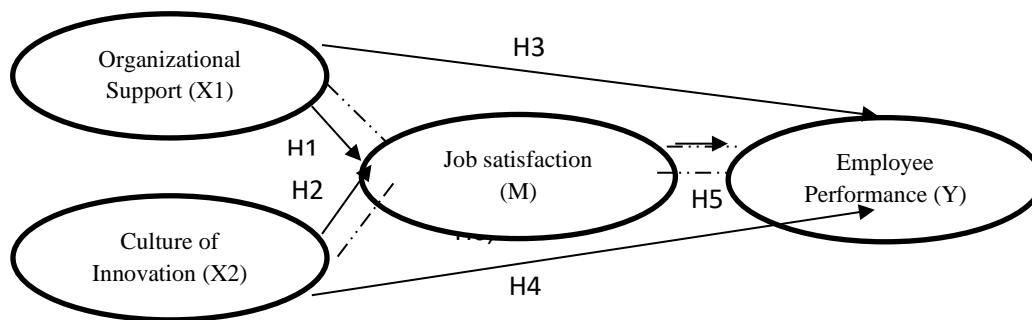
The effect of organizational support on job performance is not always direct. Theoretically, organizational support increases positive job evaluations, which then develop into job satisfaction and drive better performance. Recent studies have shown that job satisfaction mediates the relationship between organizational support and job performance in the context of changes in work systems (Liu et al., 2023). This mechanism is relevant to port organizations because adapting to digital systems requires psychological stability, which is achieved through organizational support.

H6: Job satisfaction mediates the influence of organizational support on employee performance when using Inaportnet.

A culture of innovation is believed to influence performance through job satisfaction. A culture that supports new ideas and collaboration enhances the sense of meaning in work, which in turn strengthens commitment to service quality. Empirical findings indicate that an innovation-oriented organizational culture increases satisfaction and ultimately strengthens organizational performance (Torugsa and Arundel, 2022). Therefore, job satisfaction serves as a psychological mechanism that transforms innovation values into productive work behaviors.

H7: Job satisfaction mediates the influence of innovation culture on employee performance when using Inaportnet.

The conceptual model of this study positions organizational support and innovation culture as the primary determinants of employee job satisfaction and performance in using Inaportnet. Job satisfaction is considered an evaluative attitude that reflects work experiences in a digital environment, whereas employee performance represents operational achievements and the effectiveness of system-based services.



**Figure 2. Conceptual Framework of the Research**

## RESEARCH METHOD

### Research Design and Theoretical Justification

This study employed a quantitative explanatory design with a cross-sectional survey approach to examine the causal relationships between the latent variables: organizational support, innovation culture, job satisfaction, and employee performance in using Inaportnet. An explanatory design was chosen because the primary objective of the study was to test a theory-based conceptual model and assess the strength of the structural relationships between constructs, rather than simply describing the phenomenon (Hair et al., 2022). Within the framework of social exchange theory and dynamic capability, the relationships between variables are causal and structured, necessitating a quantitative approach based on structural modeling to simultaneously estimate direct and indirect relationships. The use of a cross-sectional design is relevant because the study focuses on employees' actual perceptions and experiences during the operational phase of Inaportnet use. Organizational methodology literature suggests that testing models based on organizational perceptions and work attitudes in a limited population can be conducted through cross-sectional surveys with structural equation modeling analysis to comprehensively capture these latent relationships (Kline, 2023).

### Population, Sampling Techniques, and Sample Size

The study population comprised all employees directly involved in the implementation of Inaportnet at the Samarinda Class I Harbormaster and Port Authority Office. Based on personnel data, the number of employees directly involved was 54, spread across four work units: the Maritime Traffic and Port Business Division with 14 employees, the Legal Status and Ship Certification Division with 20 employees, the Sailing Safety, Guarding, and Patrol Division with 15 employees, and the General Administration Division with 5 employees. Owing to the relatively small and accessible population size, this study employed a total sampling or census technique. This strategy was chosen to maximize the statistical power and avoid inference errors due to the limited sample size. Hair et al. (2022) emphasized that in partial least squares structural equation modeling (PLS-SEM), the minimum sample size can be determined by the rule of ten times the largest number of paths to a construct. With four main paths to the endogenous variables, a sample size of 54 respondents met the minimum criteria for PLS-SEM analysis.

### Measurement Instruments and Adaptation Process

The research instrument used a structured questionnaire based on a five-point Likert scale. The organizational support construct was adapted from the perceived organizational support scale developed by Eisenberger et al. and has been widely used in contemporary research (Caesens & Stinglhamber, 2020). Innovation culture was measured using indicators reflecting learning orientation, openness to new ideas, and collaboration, drawing on the development of the innovation culture construct in public organization literature (Torugsa & Arundel, 2022). Job satisfaction was adapted from a global job satisfaction scale that has been validated in various organizational contexts (Salmela Aro et al., 2023), whereas employee performance was measured using individual performance indicators relevant to the effectiveness and quality of digital services (Al Okaily et al., 2023). The instrument adaptation process involved translation and back-translation to maintain meaningful equivalences. Content validation was conducted through expert

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judgment involving two public management academics and one port practitioner to ensure its suitability for the Inaportnet context.

## Validity and Reliability Test

Construct validity was tested through outer model analysis using PLS SEM. Convergent validity was assessed using outer loading values with a minimum criterion of 0.70 and an average variance extracted (AVE) value above 0.50 (Hair et al., 2022). Internal reliability was measured using composite reliability with a threshold of 0.70. Discriminant validity was tested using the Fornell–Larker criteria and a heterotrait-monotrait ratio value below 0.85 (Henseler et al., 2021). Additional reliability testing was conducted using Cronbach's alpha to ensure the internal consistency of each construct. All indicators with outer loadings below 0.70 were considered for elimination if their removal increased the AVE and composite reliability without compromising the construct theoretical validity.

## Structural Model Analysis

The analysis was conducted using the PLS-SEM approach with the latest version of SmartPLS software. The structural model was evaluated using path coefficients, bootstrapping t-values with 5,000 subsamples, R-squared values for endogenous variables, and f-squared effect sizes to assess the relative contribution of each construct (Hair et al. 2022). The path coefficient indicates the direction and strength of the influence of the variables. A t-value above 1.96 at a significance level of 0.05 was used as the basis for making hypothetical decisions. The R-squared value was evaluated to measure the model's explanatory power regarding job satisfaction and employee performance. The f-squared effect size was used to assess whether the influence of exogenous variables was small, medium, or large, according to the criteria of 0.02, 0.15, and 0.35, respectively.

## Data Analysis Procedure

Data were collected directly by distributing questionnaires to all respondents. The initial stage included checking the completeness of the responses and detecting outliers. A descriptive analysis was conducted to describe the respondent profile and distribution of responses. Next, a step-by-step evaluation of the measurement and structural models was conducted according to the PLS SEM procedures. The choice of PLS-SEM was based on the relatively small sample size and the complexity of the model involving mediating variables. Methodological literature confirms that PLS-SEM is more robust to non-normal data distributions and limited sample sizes than the covariance approach (Hair et al., 2022).

## Research Ethics and Bias Control

This study adhered to the ethical principles of social research, including voluntary consent, data confidentiality, and respondent anonymity. Each respondent received a research information sheet explaining the study's purpose, benefits, and their right to withdraw without administrative consequences. To minimize common method bias, the questionnaire was designed with varying question structures and psychological separation between the instrument sections. A Harman single-factor test was performed to ensure that no single general factor dominated the data. This procedure is recommended in organizational behavior research to maintain the model's internal validity (Podsakoff et al., 2023).

## RESULTS AND DISCUSSION

### Respondent Demographic Profile

A descriptive analysis was conducted to describe the characteristics of 54 employees directly involved in the implementation of Inaportnet in four work units. The distribution of respondents showed a relatively representative composition in terms of work units and tenure, thus providing an adequate empirical picture for testing the structural model of this study.

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Table 1 Demographic Profile of Respondents (n = 54)

Category	Classification	Amount	Percentage (%)
<b>Gender</b>	Man	38	70.37
	Woman	16	29.63
<b>Age</b>	< 30 years	8	14.81
	30–39 years	21	38.89
	40–49 years	17	31.48
	≥ 50 years	8	14.81
<b>Education</b>	High School/Vocational School	6	11.11
	Diploma	9	16.67
	Bachelor	30	55.56
	Postgraduate	9	16.67
<b>Years of service</b>	< 5 years	7	12.96
	5–10 years	15	27.78
	11–15 years	18	33.33
	> 15 years	14	25.93

The distribution of respondents based on work units shows operational involvement in the core functions of the port.

Table 2 Distribution of Respondents Based on Work Units

Work unit	Amount
<b>Maritime Traffic and Port Business</b>	14
<b>Legal Status and Certification of Ships</b>	20
<b>Sailing Safety, Guarding and Patrolling</b>	15
<b>Administration</b>	5

This distribution shows that most respondents came from units directly involved in the digitalization of ship services.

## Evaluation of Measurement Model

The measurement model was evaluated to ensure the validity and reliability of the construct before testing the structural hypothesis.

### Convergent Validity

All indicators had outer loading values above 0.70, thus meeting the convergent validity criteria. This indicates that each indicator adequately represents a latent construct.

### Reliability and AVE

Table 3 Reliability and Convergent Validity

Construct	Cronbach Alpha	Composite Reliability	AVE
<b>Organizational Support</b>	0.944	0.955	0.780
<b>Culture of Innovation</b>	0.959	0.965	0.777
<b>Job satisfaction</b>	0.959	0.967	0.831
<b>Employee Performance</b>	0.973	0.977	0.840

All composite reliability values were above 0.70, and the AVE was above 0.50. These results indicate very strong internal reliability and convergent validity.

### Discriminant Validity

Discriminant validity was tested using the Fornell-Larcker criterion. The AVE root value on the diagonal was greater than the correlation between the constructs.

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Table 4 Fornell Larcker Criterion

Construct	Job satisfaction	Organizational Support	Culture of Innovation	Employee Performance
<b>Job satisfaction</b>	0.912			
<b>Organizational Support</b>	0.837	0.883		
<b>Culture of Innovation</b>	0.834	0.598	0.881	
<b>Employee Performance</b>	0.954	0.846	0.846	0.917

These results confirm that each construct has clear conceptual boundaries and that there is no overlap in measurement.

**Structural Model Evaluation**

Coefficient of Determination

The model exhibited a high explanatory power.

Table 5 R Square Value

Endogenous Variables	R <sup>2</sup>	R <sup>2</sup> Adjusted
<b>Job satisfaction</b>	0.874	0.872
<b>Employee Performance</b>	0.934	0.933

Organizational support and innovation culture explained 87.4 percent of the variation in job satisfaction. The three exogenous variables together explained 93.4 percent of the variation in employee performance. These figures indicate that the model has a very strong predictive power.

**Effect Size**

Table 6 f-squared value

Track	f <sup>2</sup>
<b>Organizational Support → Job Satisfaction</b>	1,421
<b>Culture of Innovation → Job Satisfaction</b>	1,375
<b>Organizational Support → Employee Performance</b>	0.234
<b>Innovation Culture → Employee Performance</b>	0.248
<b>Job Satisfaction → Employee Performance</b>	0.571

The greatest impact on job satisfaction comes from organizational support and a culture of innovation. Job satisfaction has a significant impact on employee performance.

**Predictive Relevance**

Table 7 Q<sup>2</sup> value

Variables	Q <sup>2</sup>
<b>Job satisfaction</b>	0.721
<b>Employee Performance</b>	0.779

A Q<sup>2</sup> value above zero indicates excellent predictive relevance.

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## Path Coefficients and Hypothesis Testing

Table 8 Hypothesis Testing Results

Hypothesis	Track	Coefficient	t Statistics	p Value	Decision
H1	Organizational Support → Job Satisfaction	0.527	14,944	0,000	Accepted
H2	Culture of Innovation → Job Satisfaction	0.519	14,065	0,000	Accepted
H3	Organizational Support → Performance	0.241	5,504	0,000	Accepted
H4	Innovation Culture → Employee Performance	0.246	5,113	0,000	Accepted
H5	Job Satisfaction → Employee Performance	0.547	7,702	0,000	Accepted
H6	Organizational Support → Job Satisfaction → Employee Performance	0.289	7,113	0,000	Accepted
H7	Innovation Culture → Job Satisfaction → Employee Performance	0.284	6,392	0,000	Accepted

### Interpretation of Hypothesis

Organizational support positively and significantly affects job satisfaction. This indicates that employees' perceptions of organizational attention and facilitation in using Inaportnet increase positive job evaluation. A culture of innovation positively impacts job satisfaction. An open work environment to new ideas and updated procedures fosters a sense of meaning at work. Organizational support and a culture of innovation directly improve employee performance, which is reflected in the effectiveness of digital system usage and service quality. Job satisfaction has the greatest influence on employee performance. This means that affective evaluations of work are the primary mechanism that transforms organizational factors into performance output. Mediation analysis showed that job satisfaction significantly mediated the effects of organizational support and innovation culture on performance. Thus, psychological mechanisms are the primary pathway that explains how organizational resources translate into digital performance in the context of port bureaucracy.

### DISCUSSION

The research findings indicate that the successful implementation of Inaportnet at the Samarinda Class I KSOP is better understood as a matter of organizational capability translated into work experience, which leads to performance. This pattern aligns with the literature on public sector digital transformation, which places organizational factors and human conditions as the primary determinants of transformation outcomes, particularly in public organizations undergoing gradual transformation and facing bureaucratic friction. The incremental digital change framework emphasizes that organizational support and the cultural context of work determine whether change results in improved performance or simply increases administrative burden (Haug et al., 2023). The empirical evidence in this study is also consistent with the argument that public digitalization tends to be successful when organizations strengthen routines, competencies, and internal support so that employees can consistently execute digital processes (Mergel et al., 2023). The influence of organizational support on job satisfaction was proven to be very strong, strengthening the causal explanation of the social exchange theory. Organizational support signals institutional investment and attention, perceived as commitment, which employees reciprocate through more positive affective evaluations of their work. In the context of the use of digital port systems, support such as training, mentoring, procedural clarity, and prompt responses to technical issues reduce job uncertainty and increase feelings of competence. These results reinforce the literature suggesting that technology-driven work changes trigger the risk of burnout and digital overload; thus, organizational support serves as a buffer that maintains a positive work experience (Haug et al., 2023; Wirtz et al., 2022). Thus, the findings of this study not only confirm the influence of organizational

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support on satisfaction but also highlight the relevance of organizational support as a critical relational resource in the public sector's digital transformation. The influence of innovation culture on job satisfaction is also significant and strong, and this finding broadens the perspective of dynamic capabilities in the context of maritime public organizations. Innovation culture functions as an internal mechanism that makes organizations more sensitive to the need for improvement, adapt processes more quickly, and be open to learning. In organizations that have implemented Inaportnet, a tangible innovation culture tends to be reflected in cross-unit communication spaces, tolerance for learning from input errors, and the habit of sharing operational solutions. The public sector innovation literature emphasizes that innovation does not stand alone as an output but requires the support of organizational values and norms so that employees feel safe to take the initiative (Torugsa & Arundel, 2022). This research finding adds weight to the argument that innovation culture is not merely an abstract attribute but rather a social infrastructure that enhances job satisfaction in work situations that require technological adaptation.

The direct influence of organizational support and a culture of innovation on employee performance was significant, but their contribution was more moderate than that of job satisfaction. This pattern is important because it demonstrates that organizational factors do not automatically translate into performance. Support and a culture of innovation must first foster a psychological climate that keeps employees focused, consistent, and willing to bear the costs of adaptation. The digital transformation literature explains that technology adoption often fails at the operational implementation stage, not because of technological shortcomings, but because organizations have not yet established sufficient enabling conditions to change daily work behaviors (Mergel et al., 2023; Haug et al., 2023). Thus, the results of this study strengthen the argument that digital system-based performance is an output that is strongly influenced by the quality of work experience and change governance.

The influence of job satisfaction on employee performance was the most dominant, and this finding strengthens the theoretical basis that job satisfaction is a relevant behavioral mechanism in systems-based work. A recent meta-analysis shows that the relationship between job satisfaction and performance remains consistent despite cross-study variation, thus making satisfaction an important indicator of the quality of work relationships and job design (Katebi et al., 2022). Recent evidence also confirms that job satisfaction influences work behavior and performance output in operational settings, including industries and organizations undergoing adaptation (Gazi et al. 2024). In the context of Inaportnet, job satisfaction can be interpreted as a signal that digital systems are perceived as supporting workflows rather than complicating them, enabling employees to perform input, verification, and service coordination more accurately and consistently.

The mediating role of job satisfaction in the influence of organizational support on performance and the influence of innovation culture on performance is the most important contribution of this study. Significant mediation suggests that organizational support and innovation culture operate through psychological pathways that lead employees to evaluate their work more positively, thereby boosting performance. This finding extends the social exchange theory by positioning job satisfaction as an evaluative mechanism that bridges relational resources with digital performance outputs. Simultaneously, this finding expands dynamic capability by demonstrating that innovation culture improves performance not only through process changes but also through work experiences that foster energy and behavioral consistency. The public sector digital transformation literature emphasizes the importance of micro-mechanisms, such as motivation, satisfaction, and psychological capacity, in transforming organizational practices (Haug et al., 2023). This study not only confirms mediation but also explains why mediation is more sensible in public organizations with strict regulations and procedures.

The theoretical contributions of this study can be articulated in three layers. The first contribution strengthens the argument that organizational support and innovation culture are organizational resources that operate as enablers of digital transformation and not simply as contextual factors. This reinforces the public sector digital change literature, which positions organizational factors as the primary cause of variation in implementation outcomes (Mergel et al., 2023). The second contribution expands the causal mechanism through job satisfaction as the primary mediator linking organizational resources to digital performance, thus enabling the model to better explain the process rather than just the association (Katebi et al., 2022). The third contribution confirms that innovation culture has high explanatory power in public organizations when operationalized as norms of learning and collaboration that transform work experience, in line with the public sector innovation literature that emphasizes structural barriers and the importance of a supportive climate (Torugsa & Arundel, 2022).

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The managerial and policy implications for Samarinda's Class I KSOP are direct and operationalizable. First, organizational support needs to be implemented through a concrete policy package, encompassing regular training programs based on Inaportnet's operational cases, an internal helpdesk mechanism with clear SLAs, and strengthening work facilities related to input accuracy and document verification. This policy is relevant because literature shows that digital workforce training increases productivity and satisfaction, especially when organizations manage change as competency development, not simply system rollout (Dao et al., 2025). Second, a culture of innovation needs to be built through governance designs that encourage cross-unit collaboration, such as weekly process improvement forums, best practice sharing mechanisms, and rewards based on service problem-solving. Public sector innovation policies have been shown to be more effective when organizations reduce bureaucratic barriers that hinder initiative and provide a safe space for learning (Torugsa & Arundel, 2022). Third, because job satisfaction is the biggest driver of performance, leaders need to manage the digital work experience, including workload, role clarity, and reducing unnecessary procedural friction, so that employees experience the system's tangible benefits. The literature also emphasizes that digital overload and work pressure can undermine transformation outcomes if organizations do not provide adequate buffers (Haug et al., 2023).

The contexts of KSOP and Inaportnet have unique characteristics that test the boundaries of theory more sharply than many studies of general public organizations. Port services combine demands for safety, compliance, and cross-actor coordination, and digital systems heighten the need for accuracy and timeliness. This situation makes the relationship between organizational support, innovation culture, job satisfaction, and performance more sensitive to the quality of implementation and internal support. This means that while in a looser public organization context, organizational support may be sufficient to improve work attitudes, in the port context, support needs to be present in a highly operational enabling form, as the risk of errors impacts service and compliance. The digital change literature confirms that boundary conditions such as process complexity, inter-unit dependencies, and compliance pressures influence change trajectories, so the results of this study broaden our understanding of how theory operates in a digitalized, high-reliability environment (Haug et al., 2023; Mergel et al., 2023).

## CONCLUSIONS

This study confirms that the successful implementation of the Inaportnet digital system in the Samarinda Class I KSOP environment cannot be understood solely as a matter of technological readiness, but rather as the result of a strategic interaction between organizational support, a culture of innovation, and employee psychological conditions. Organizational support and a culture of innovation are proven to be fundamental determinants that shape job satisfaction, and job satisfaction in turn becomes a key lever for employee performance in the use of digital systems. This relationship pattern indicates that digital transformation in public organizations operates through psychological mechanisms that strengthen work experiences, not simply through procedural changes or technical instruments.

Theoretically, these findings strengthen social exchange theory by demonstrating that perceived organizational support translates into job satisfaction as a reciprocal response, which then impacts digital performance. At the same time, this study expands the dynamic capability perspective by emphasizing that a culture of innovation not only enhances an organization's structural adaptability but also enhances the quality of work experiences, which drives individual performance. The integration of these two perspectives yields a more comprehensive conceptual model for explaining digital systems-based performance in the public sector. The primary scientific contribution lies in confirming that job satisfaction acts as a mediating mechanism explaining how organizational resources translate into performance in the context of a high-stakes, regulatory digital bureaucracy. Thus, this study not only confirms the well-researched relationships between variables but also clarifies causal pathways and enriches the discourse on public sector digital transformation. The findings also test the limits of the theory's applicability to port organizations with their operational complexity and high compliance demands, thus providing contextual added value to the development of technology-based public management and human resource management theories.

## RESEARCH LIMITATIONS AND AGENDA

This study has several limitations that need to be understood reflectively within the framework of theory development. First, the cross-sectional design limits the study's ability to track the dynamics of changes in employee attitudes and performance throughout the digital adaptation process. Digital transformation is evolutionary and often results in distinct adjustment phases, including initialization, stabilization, and system optimization. With a single-

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measurement design, the identified causal relationships still represent conditions at a single implementation phase, thus failing to capture potential changes in the direction or strength of relationships over the long term. This limitation of the cross-sectional design aligns with the findings of various digital transformation studies that emphasize the need for longitudinal designs to capture the dynamics of digital intervention effectiveness and the stability of the role of mediating variables over the long term (Chin et al., 2024; Ren & Chowdhury, 2025; Naayif et al., 2025).

Second, the limited population size of a single port office limits the model's external generalizability. While the census approach offers advantages in internal representativeness, the context of the Samarinda Class I KSOP has specific structural and operational characteristics, particularly in terms of regulatory pressures and the complexity of maritime services. This context can strengthen or weaken the mechanisms tested. Therefore, cross-port, cross-region, or cross-type testing is necessary to assess the model's consistency and identify variations in the theory's boundary conditions. Comparative studies across public organizations with varying levels of service complexity will help expand the theoretical validity of the proposed model.

Third, the research model focuses on job satisfaction as the sole psychological mediator. While the findings suggest a strong mediating role, the possibility of other mechanisms remains unexplored. Recent literature suggests that variables such as work engagement, trust in digital systems, change readiness, and technology efficacy can serve as mediators or moderators in the relationship between organizational resources and technology-based performance. Therefore, a more complex, multi-path model could be developed to test whether job satisfaction remains the dominant mediator or is merely one of several interacting mechanisms.

Fourth, performance measurement is conducted using a perceptual approach that reflects employees' subjective evaluations of their performance in using Inaportnet. While this approach is common in organizational research, integrating objective data such as document processing times, input error rates, or port service indicators would strengthen the model's external validity. Further research could combine a quantitative perceptual approach with administrative performance data to produce a more robust and comprehensive model.

Future research agendas can be directed toward several broader theoretical developments. First, longitudinal research is needed to examine how organizational support and a culture of innovation shape collective digital capabilities over the long term. This approach allows for the integration of organizational change theory with dynamic capability at the micro level. Second, exploring moderating variables such as task complexity, regulatory compliance pressure, or digital workload can test the boundary conditions for the application of social exchange theory in high-stakes bureaucratic contexts. Third, developing a multilevel model that integrates the individual, work unit, and organizational levels can enrich our understanding of how an organizational culture of innovation translates into individual work experiences.

Furthermore, further research could explore new psychological mechanisms such as psychological safety, digital resilience, or technology trust as variables that expand the mediating pathway. Integrating these variables has the potential to synthesize social exchange theory, organizational innovation theory, and technology adoption theory into a more holistic framework. Thus, the proposed research agenda aims not only to replicate the model in different contexts but also to expand theoretical boundaries by exploring causal mechanisms and boundary conditions that have not been adequately tested in the public sector digital transformation literature.

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