

## The Effect of Leadership, Organizational Culture, and Work Motivation on the Performance of Import Goods Physical Inspectors through Job Satisfaction at Medium Customs Type, Customs and Excise Controlling and Servicing Office of Tanjung Perak

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### ABSTRACT

This study aims to analyze the effect of leadership, organizational culture, and work motivation on the performance of import goods physical inspectors through job satisfaction at Medium Customs Type, Customs and Excise Controlling and Servicing Office of Tanjung Perak. This study employed a quantitative approach with an explanatory research design. The population consisted of all import goods physical inspectors at Medium Customs Type, Customs and Excise Controlling and Servicing Office of Tanjung Perak, totaling 35 employees. The sampling technique used was saturated sampling, in which the entire population was selected as research respondents. Data were collected through a questionnaire using a 1–5 Likert scale and analyzed using SEM-PLS. The results show that leadership, organizational culture, and work motivation have a positive and significant effect on job satisfaction. Leadership, organizational culture, work motivation, and job satisfaction also have a positive and significant effect on the performance of import goods physical inspectors. In addition, job satisfaction is proven to mediate the effect of leadership, organizational culture, and work motivation on the performance of import goods physical inspectors. These findings indicate that improving the performance of import goods physical inspectors is not only directly determined by leadership, organizational culture, and work motivation, but also through the improvement of job satisfaction. Therefore, the organization needs to strengthen fair and supportive leadership, a disciplined and meticulous work culture, work motivation, and employee job satisfaction.



### Introduction

Human resources are a strategic element in determining organizational effectiveness, especially in public sector organizations. Employees are not merely administrative actors, but organizational assets whose competence, motivation, satisfaction, and performance affect the achievement of public service and supervisory functions. Armstrong & Taylor

(2023) explain that human resource management involves managing people at work through employee development, performance management, reward systems, leadership, and employment relations. In the same direction, Noe et al. (2019) argue that human resource management is an integral part of organizational strategy because organizational success depends on the ability to manage employees so that they can contribute effectively to organizational goals.

In the context of customs administration, employee performance is important because customs institutions perform multiple functions, including public service, supervision, trade facilitation, revenue collection, and community protection. Medium Customs Type, Customs and Excise Controlling and Servicing Office of Tanjung Perak operates in a strategic port environment with high import activities. Therefore, the performance of import goods physical inspectors is highly relevant because their work is directly related to import inspection accuracy, procedural compliance, timeliness of service, and the prevention of customs violations. Physical inspection is not only an administrative activity; it is also technical, procedural, and risk-based.

The work of import goods physical inspectors is positioned between the demand for productivity and the need for accuracy. On the one hand, inspection activities must support smooth logistics flows and reduce delays. On the other hand, excessive workload, procedural complexity, and a high-risk port environment can potentially reduce inspection accuracy. A mistake in identifying imported goods may create risks related to revenue leakage, illegal goods, dangerous materials, or violations of customs regulations. Therefore, understanding the factors that influence the performance of import goods physical inspectors is important for strengthening customs services and supervision.

Leadership is one of the organizational factors that can influence employee satisfaction and performance. Northouse (2021) defines leadership as a process in which an individual influences a group of individuals to achieve a common goal. Yukl & Gardner (2020) also explain that leadership involves influencing others to understand what needs to be done and how to do it. In the customs inspection context, leadership is needed to provide clear direction, supervision, coaching, discipline enforcement, and support. Empirical studies conducted by Febrianto et al. (2025), in a study at Medium Customs Type A, Customs and Excise Controlling and Servicing Office of Pasuruan, found that transformational leadership and work motivation significantly influenced employee performance. Sanggarwati et al. (2021) also found that transformational leadership influenced job satisfaction, while Ufia et al. (2025) showed that servant leadership contributed to employee performance.

Organizational culture is another important factor in shaping employee behavior. Schein (2017) defines organizational culture as a pattern of basic assumptions learned by a group in solving problems of external adaptation and internal integration. Robbins & Judge (2022) explain that organizational culture is a system of shared meaning held by members that distinguishes one organization from another. In public organizations, culture is important because employees work under formal rules, accountability demands, and public

service values. In the customs environment, organizational culture should emphasize integrity, professionalism, discipline, teamwork, compliance with standard operating procedures, and anti-corruption values. Nahdliyana et al. (2025) found that organizational culture significantly influenced employee performance, while Pratama et al. (2024) showed that organizational culture, human resource quality, motivation, and discipline contributed to employee performance in a public institution context. These studies reinforce the view that organizational culture is not merely symbolic but also behavioral because it shapes how employees perform their duties.

Work motivation is also central to employee performance. Robbins & Judge (2022) define motivation as the process that accounts for the intensity, direction, and persistence of individual effort toward achieving a goal. Herzberg et al. (1959) distinguish between motivator factors, such as achievement, recognition, responsibility, growth, and meaningful work, and hygiene factors, such as working conditions, supervision, salary, and job security. In import inspection work, motivation can encourage employees to maintain accuracy, responsibility, and compliance even under pressure. Saifuddin et al. (2024) showed that motivation, training, and work experience affected employee professionalism. Prihandoko et al. (2022) also found that training and work motivation were related to employee performance. Meanwhile, Rachman et al. (2022) found that competence, compensation, and work motivation influenced employee performance. These findings indicate that motivation is an important psychological and organizational factor in improving work outcomes.

Job satisfaction is an important psychological condition that may explain how leadership, organizational culture, and work motivation influence performance. Locke (1976) defines job satisfaction as a positive emotional state resulting from the appraisal of one's job or job experiences. Employees who feel satisfied with their work, supervisors, colleagues, rewards, career opportunities, and working conditions tend to display more positive work behavior. Several previous studies have indicated the relationship between job satisfaction and performance. Paais & Pattiruhu (2020) examined the effect of motivation, leadership, and organizational culture on satisfaction and employee performance. Pancasila et al. (2020) examined the relationship between work motivation, leadership, work satisfaction, and performance. Ratnawati et al. (2021) found that job satisfaction influenced the performance of tax auditors, which is relevant to inspection-based public sector work.

Previous studies, however, have shown inconsistent findings regarding the relationship among leadership, organizational culture, motivation, job satisfaction, and employee performance. Paais & Pattiruhu (2020) found that motivation and organizational culture significantly influenced performance but did not significantly influence job satisfaction, while leadership influenced job satisfaction but not employee performance. Pawirosumarto et al. (2017) found that job satisfaction did not significantly influence employee performance and did not act as a mediator. In contrast, Ratnawati et al. (2021) found that job satisfaction influenced tax auditor performance. This inconsistency indicates that the mediating role of job satisfaction still requires further empirical testing.

The contextual gap is also important. Previous studies have examined employee performance in hotels, private companies, tax offices, education authorities, financial intelligence institutions, correctional institutions, and other public sector organizations (Ferine et al., 2021; Pujiono et al., 2020; Ratnawati et al., 2021; Sari et al., 2025). However, studies that specifically examine the performance of import goods physical inspectors in the customs environment remain limited. This context is important because import inspection involves technical accuracy, procedural compliance, risk identification, timeliness, and report accuracy.

Based on the theoretical review and previous empirical findings, this study proposes ten hypotheses. Leadership is expected to influence job satisfaction and employee performance because leaders provide direction, support, supervision, and decision-making that shape employees' work experience and behavior (Northouse, 2021; Yukl & Gardner, 2020). Organizational culture is expected to influence job satisfaction and employee performance because shared values, norms, and work practices guide employee behavior in the organization (Robbins & Judge, 2022; Schein, 2017). Work motivation is expected to influence job satisfaction and employee performance because motivated employees tend to show stronger effort, responsibility, and persistence in completing work (Herzberg et al., 1959; Robbins & Judge, 2022). Job satisfaction is also expected to influence employee performance and mediate the relationship between leadership, organizational culture, work motivation, and employee performance because satisfied employees tend to display more positive work behavior (Locke, 1976; Paais & Pattiruhu, 2020; Pancasila et al., 2020).

Therefore, the hypotheses of this study are formulated as follows:

- H1: Leadership has a positive and significant effect on job satisfaction.
- H2: Organizational culture has a positive and significant effect on job satisfaction.
- H3: Work motivation has a positive and significant effect on job satisfaction.
- H4: Leadership has a positive and significant effect on employee performance.
- H5: Organizational culture has a positive and significant effect on employee performance.
- H6: Work motivation has a positive and significant effect on employee performance.
- H7: Job satisfaction has a positive and significant effect on employee performance.
- H8: Job satisfaction mediates the effect of leadership on employee performance.
- H9: Job satisfaction mediates the effect of organizational culture on employee performance.
- H10: Job satisfaction mediates the effect of work motivation on employee performance.

Therefore, this study aims to analyze the effect of leadership, organizational culture, and work motivation on the performance of import goods physical inspectors through job satisfaction at Medium Customs Type, Customs and Excise Controlling and Servicing Office of Tanjung Perak.

## Method

This study used a quantitative approach with an explanatory research design. The quantitative approach was selected because the study measured relationships among latent

variables using numerical data and statistical analysis. The explanatory design was used because the study aimed to test causal relationships among leadership, organizational culture, work motivation, job satisfaction, and employee performance.

The population consisted of all import goods physical inspectors at Medium Customs Type, Customs and Excise Controlling and Servicing Office of Tanjung Perak, totaling 35 employees. Because the population size was limited, the sampling technique used was saturated sampling. This means that all members of the population were selected as research respondents. Thus, the total sample consisted of 35 respondents.

The study used five variables. Leadership, organizational culture, and work motivation were positioned as independent variables. Job satisfaction was positioned as the mediating variable, while employee performance was positioned as the dependent variable. Leadership was measured through indicators such as work direction, leader-member relationship, task structure, fairness, discipline enforcement, support and coaching, and professionalism in decision-making. Organizational culture was measured through integrity, compliance with standard operating procedures, meticulousness, result and service orientation, teamwork, discipline, and professionalism. Work motivation was measured through achievement drive, responsibility, recognition, self-development, pride in work, supportive work conditions, and interpersonal relationships. Job satisfaction was measured through satisfaction with work, supervision, compensation, career development, colleagues, organizational recognition, and work conditions. Employee performance was measured through work quality, work quantity, timeliness, work effectiveness, independence, procedural compliance, and report accuracy.

Data were collected using a structured questionnaire with a five-point Likert scale ranging from 1, meaning strongly disagree, to 5, meaning strongly agree. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0. PLS-SEM was selected because the model involved several latent variables and tested both direct and indirect relationships. PLS-SEM is appropriate for predictive models and can be used in studies with limited sample sizes and less restrictive distribution assumptions (Hair et al., 2021).

The analysis was conducted in two main stages. First, the measurement model was evaluated through convergent validity, discriminant validity, and reliability. Convergent validity was assessed using outer loading and Average Variance Extracted (AVE). An indicator is generally considered valid when the outer loading is above 0.70, while AVE should be above 0.50 (Hair et al., 2021). Reliability was assessed using Composite Reliability and Cronbach's Alpha, with values above 0.70 indicating acceptable internal consistency. Discriminant validity was assessed using cross loading and the Fornell-Larcker Criterion. The Fornell-Larcker Criterion requires the square root of AVE to be higher than the correlations between constructs (Hair et al., 2021). Second, the structural model was evaluated using R-square and hypothesis testing. The hypotheses were tested using path coefficients, t-statistics, and p-values. A hypothesis was accepted when the t-statistic was

greater than 1.96 and the p-value was less than 0.05. The mediating role of job satisfaction was tested using specific indirect effects.

## Results and Discussion

### Respondent Profile and Descriptive Findings

The respondents in this study were 35 import goods physical inspectors. The respondent profile shows that all respondents were male. Most respondents were in the productive age category, particularly between 31 and 35 years old. In terms of education, most respondents held a bachelor's degree, while others had diploma or master's-level education. The respondents also had varied lengths of work experience at Medium Customs Type, Customs and Excise Controlling and Servicing Office of Tanjung Perak. This profile indicates that the respondents had relevant experience and were able to provide informed responses regarding leadership, organizational culture, work motivation, job satisfaction, and employee performance in import inspection duties.

The descriptive analysis showed that leadership, organizational culture, job satisfaction, and employee performance were generally perceived positively by respondents. Leadership was in the "agree" category. The highest leadership score was related to leader professionalism in decision-making, while the lowest score was related to fairness in treating employees. This indicates that leadership was generally perceived as good, although fairness still needs managerial attention. Organizational culture was also in the "agree" category. Compliance with standard operating procedures was the strongest aspect, while meticulousness and teamwork had relatively lower scores. This suggests that the organization has a strong procedural culture but still needs to improve collaborative work and work accuracy.

Work motivation received the highest descriptive assessment and was generally in the "strongly agree" category. The strongest aspect was the drive to achieve the best work results, while pride in work had the relatively lowest score. This shows that employees were highly motivated, although the organization still needs to strengthen professional pride. Job satisfaction was in the "agree" category, with satisfaction toward colleagues as the highest aspect and satisfaction with compensation according to workload as the lowest aspect. Employee performance was also in the "agree" category, with the ability to detect discrepancies or potential violations as the highest aspect, while meticulous physical inspection based on customs documents had the lowest score.

### Measurement Model Evaluation

The measurement model evaluation showed that all constructs met validity and reliability criteria. The AVE values of all variables were above 0.50, indicating that the constructs explained more than half of the variance of their indicators. The results are presented in Table 1.

**Table 1. Measurement Model Results**

| Variable | AVE | Composite Reliability | Cronbach's Alpha |
|----------|-----|-----------------------|------------------|
|----------|-----|-----------------------|------------------|

|                        |       |       |       |
|------------------------|-------|-------|-------|
| Leadership             | 0.667 | 0.933 | 0.918 |
| Organizational Culture | 0.662 | 0.932 | 0.917 |
| Work Motivation        | 0.667 | 0.933 | 0.917 |
| Job Satisfaction       | 0.695 | 0.941 | 0.927 |
| Employee Performance   | 0.674 | 0.935 | 0.919 |

Source: Processed primary data, 2026

The results show that leadership, organizational culture, work motivation, job satisfaction, and employee performance met convergent validity requirements. The outer loading values of all indicators were above 0.70. Leadership indicators ranged from 0.740 to 0.887; organizational culture indicators ranged from 0.787 to 0.870; work motivation indicators ranged from 0.725 to 0.878; job satisfaction indicators ranged from 0.785 to 0.887; and employee performance indicators ranged from 0.783 to 0.847. These results indicate that each indicator was valid in measuring its respective latent variable. Reliability was also confirmed because all Composite Reliability and Cronbach’s Alpha values were above 0.70. Thus, all constructs were reliable.

Discriminant validity was assessed using cross loading and the Fornell-Larcker Criterion. The cross loading results showed that each indicator had the highest loading on its own construct compared with other constructs. The Fornell-Larcker Criterion also showed that the square root of AVE for each construct was higher than its correlations with other constructs. This indicates that leadership, organizational culture, work motivation, job satisfaction, and employee performance were empirically distinct constructs.

**Structural Model Evaluation**

The structural model was evaluated using R-square and hypothesis testing. The R-square value for job satisfaction was 0.721, indicating that leadership, organizational culture, and work motivation explained 72.1% of the variance in job satisfaction. The R-square value for employee performance was 0.737, indicating that leadership, organizational culture, work motivation, and job satisfaction explained 73.7% of the variance in employee performance.

**Table 2. R-Square and R-Square Adjusted**

| Variable             | R-Square | R-Square Adjusted |
|----------------------|----------|-------------------|
| Job Satisfaction     | 0.721    | 0.694             |
| Employee Performance | 0.737    | 0.702             |

Source: Processed primary data, 2026

The R-square values indicate that the model has strong explanatory capacity. The combination of leadership, organizational culture, work motivation, and job satisfaction is relevant for explaining the performance of import goods physical inspectors.

The hypothesis testing results are presented in Table 3.

**Table 3. Hypothesis Testing Results**

| Hypothesis | Relationship | Original Sample | T-Statistic | P-Value | Result |
|------------|--------------|-----------------|-------------|---------|--------|
|------------|--------------|-----------------|-------------|---------|--------|

|     |  |       |       |       |             |
|-----|--|-------|-------|-------|-------------|
| H1  | Leadership Satisfaction → Job                                    | 0.525 | 5.837 | 0.000 | Significant |
| H2  | Organizational Culture → Job Satisfaction                        | 0.640 | 5.181 | 0.000 | Significant |
| H3  | Work Motivation → Job Satisfaction                               | 0.552 | 5.405 | 0.000 | Significant |
| H4  | Leadership → Employee Performance                                | 0.275 | 2.636 | 0.012 | Significant |
| H5  | Organizational Culture → Employee Performance                    | 0.432 | 2.923 | 0.006 | Significant |
| H6  | Work Motivation → Employee Performance                           | 0.426 | 3.627 | 0.001 | Significant |
| H7  | Job Satisfaction → Employee Performance                          | 0.340 | 2.321 | 0.026 | Significant |
| H8  | Leadership → Job Satisfaction → Employee Performance             | 0.178 | 2.435 | 0.020 | Significant |
| H9  | Organizational Culture → Job Satisfaction → Employee Performance | 0.218 | 2.272 | 0.029 | Significant |
| H10 | Work Motivation → Job Satisfaction → Employee Performance        | 0.188 | 2.103 | 0.043 | Significant |

Source: Processed primary data, 2026

Leadership had a positive and significant effect on job satisfaction. This finding indicates that leaders who provide clear direction, fair treatment, support, coaching, discipline enforcement, and professional decision-making can improve employees' job satisfaction. In the context of import inspection, employees need clarity and supervisory support because their work requires accuracy, procedural compliance, and accountability. This finding supports Northouse (2021) and Yukl & Gardner (2020), who explain that leadership helps employees understand what should be done and how it should be done. It is also consistent with Sanggarwati et al. (2021), who found that transformational leadership influenced job satisfaction, and Paais & Pattiruhu (2020), who placed leadership as one of the factors related to satisfaction and performance.

Organizational culture also had a positive and significant effect on job satisfaction. This means that a culture emphasizing integrity, compliance with procedures, meticulousness, teamwork, discipline, professionalism, and anti-corruption values can create a more supportive work environment. Employees who work in a clear and orderly culture tend to feel more comfortable and satisfied. This finding is in line with Schein (2017), who states that organizational culture provides shared assumptions for solving organizational problems. The finding is also consistent with Nahdliyana et al. (2025) and Pratama et al. (2024), who showed that organizational culture plays an important role in improving employee performance through the creation of a supportive work environment.

Work motivation had a positive and significant effect on job satisfaction. Employees who are driven to achieve the best work results, take responsibility, receive recognition, access development opportunities, feel proud of their work, and experience supportive work relationships are more likely to be satisfied with their jobs. This finding supports motivation theory, which states that motivation directs and maintains work behavior (Robbins & Judge, 2022). It also corresponds with Herzberg et al. (1959), who explain that achievement, recognition, responsibility, and growth are important motivator factors. Empirically, this result is consistent with Saifuddin et al. (2024), Prihandoko et al. (2022), Rachman et al. (2022), who found that motivation contributes to employee work outcomes.

Leadership had a positive and significant effect on employee performance. This indicates that effective leadership can help import goods physical inspectors work in a more directed, disciplined, and responsible manner. Inspector performance requires leaders who provide direction, allocate duties clearly, enforce discipline consistently, and make professional decisions. This result supports Febrianto et al. (2025), who found that transformational leadership significantly influenced employee performance in the customs office context. It also supports Ufia et al. (2025), and Pawirosumarto et al. (2017) who emphasized the role of leadership in strengthening employee performance.

Organizational culture had a positive and significant effect on employee performance. This means that a strong organizational culture can guide employees to work according to organizational standards. In import inspection work, culture is important because employees must maintain integrity, comply with procedures, work meticulously, coordinate with colleagues, and prepare accurate reports. This finding supports Nahdliyana et al. (2025), Pratama et al. (2024), and Pujiono et al. (2020), who found that organizational culture contributes to employee performance. It also strengthens the argument that organizational culture is not only symbolic but also operational because it shapes how employees perform their duties.

Work motivation had a positive and significant effect on employee performance. Highly motivated employees are more likely to maintain effort, responsibility, and persistence in completing work. In import inspection, motivation encourages employees to perform physical inspections carefully, detect discrepancies, comply with procedures, and complete reports accurately. This finding supports Febrianto et al. (2025), Saifuddin et al. (2024), Rahmadhan et al. (2025), and Pancasila et al. (2020), who found that motivation is related to employee performance. It is also consistent with the expectancy view of motivation, in which employees are motivated when they believe their effort can produce valued outcomes (Vroom, 1964).

Job satisfaction had a positive and significant effect on employee performance. Employees who are satisfied with their job, supervisors, colleagues, compensation, career opportunities, recognition, and working conditions tend to show better performance. This finding supports Locke (1976), who defines job satisfaction as a positive emotional state resulting from job appraisal. It is also consistent with Ratnawati et al. (2021), who found that

job satisfaction affected tax auditor performance, and Riyanto et al. (2021), who showed that job satisfaction contributed to employee performance. However, this result differs from Pawirosumarto et al. (2017), who found that job satisfaction did not significantly affect employee performance. The difference may be related to organizational context and the nature of the work. In customs inspection, satisfaction may have a stronger behavioral effect because employees face high responsibility and procedural demands.

The mediating role of job satisfaction was also confirmed. Job satisfaction mediated the relationship between leadership and employee performance. This indicates that leadership improves performance not only directly but also by increasing employees' satisfaction. Leadership that provides clear direction, fairness, support, and professional decisions can create positive job experiences, which then encourage inspectors to work more accurately and responsibly. This result is supported by Sanggarwati et al. (2021), Paais & Pattiruhu (2020), and Sari et al. (2025), who showed that leadership-related factors can be connected to performance through positive employee attitudes and work conditions.

Job satisfaction also mediated the relationship between organizational culture and employee performance. This finding indicates that organizational culture improves performance through the creation of a satisfying work environment. A culture of integrity, compliance, meticulousness, teamwork, and professionalism can make employees feel more comfortable and supported. This satisfaction then encourages better performance. The result supports Schein (2017), Pratama et al. (2024), and Nahdliyana et al. (2025), who emphasize that organizational culture shapes employee behavior and work outcomes.

Finally, job satisfaction mediated the relationship between work motivation and employee performance. This means that motivation strengthens performance directly and indirectly through satisfaction. Employees who are motivated by achievement, responsibility, recognition, career development, pride in work, and supportive working relationships are more likely to experience job satisfaction. This satisfaction then encourages them to work more carefully and effectively. This finding supports Prihandoko et al. (2022), Saifuddin et al. (2024), and Rachman et al. (2022), who emphasize the relationships among motivation, satisfaction, and employee performance.

Overall, the findings show that improving import goods physical inspector performance requires an integrated human resource management approach. Leadership, organizational culture, and work motivation should not be managed separately. They should be strengthened together to improve job satisfaction and employee performance. The practical implication is that Medium Customs Type, Customs and Excise Controlling and Servicing Office of Tanjung Perak should maintain professional leadership, improve perceived fairness, strengthen meticulous and collaborative work culture, reinforce employee pride in inspection work, and pay attention to the balance between workload, risk, compensation, and organizational support.

## Conclusion

This study concludes that leadership, organizational culture, and work motivation have positive and significant effects on job satisfaction. Leadership, organizational culture, work motivation, and job satisfaction also have positive and significant effects on the performance of import goods physical inspectors. In addition, job satisfaction mediates the effect of leadership, organizational culture, and work motivation on inspector performance.

These findings indicate that the performance of import goods physical inspectors is influenced not only by direct organizational and behavioral factors but also by psychological factors, particularly job satisfaction. Leadership that is fair, supportive, and professional can improve job satisfaction and performance. Organizational culture that emphasizes integrity, procedural compliance, meticulousness, teamwork, and professionalism can also strengthen satisfaction and performance. Work motivation encourages employees to achieve better results, and when motivation creates satisfaction, performance becomes stronger.

The study implies that customs offices should focus on improving leadership fairness, strengthening a meticulous and collaborative work culture, maintaining employee motivation, and improving job satisfaction. Practical programs may include technical coaching, inspection checklists, routine evaluation forums, fair task distribution, recognition of inspector contributions, and competency development related to import inspection. Future studies are recommended to expand the research object to other customs offices, include additional variables such as workload, technical competence, work stress, training, or digital customs systems, and use mixed methods to provide deeper insights into the work dynamics of customs inspectors.

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