Analysis of the Influence of Organizational Culture, Transformational Leadership Style, and Career Development on Employee Performance with Job Satisfaction as an Intervening Variable at the Depok City Kpu Office in 2023

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ABSTRACT

The researcher took the title Analysis of the Influence of Organizational Culture, Transformational Leadership Style, and Career Development on Employee Performance with Job Satisfaction as an Intervening Variable at the Depok City KPU Office in 2023. The sample size was 150 respondents. The analysis method used is quantitative using SmartPLS. The results showed 1) Organizational Culture, Transformational Leadership Style and Career Development have a positive and significant effect on Job Satisfaction; 2) Organizational Culture and Career Development have a positive and insignificant effect on Employee Performance; 3) Transformational Leadership Style and Job Satisfaction have a positive and significant effect on Employee Performance; 4) Job Satisfaction successfully mediates positively and significantly the influence of Organizational Culture, Transformational Leadership Style and Career Development on Employee Performance.

Keywords: Organizational Culture, Transformational Leadership Style, Career Development, Job Satisfaction and Employee Performance.

INTRODUCTION

The quality of employees in government agencies is a classic and endless problem that needs to be reviewed on an ongoing basis. Problems related to improving employee performance are also strategic issues within the bureaucracy that programs human resource problems. There are many internal and external aspects that support the creation of effective and efficient employee work improvements in an organization. Effective human resources are a way for an organization to maintain the survival and growth rate of the organization. In other words, the success or failure of an organization depends on the expertise and skills of each employee. Employee expertise and skills need to be managed well in an organization.

The General Election Commission (KPU) office is a State institution that organizes general elections in Indonesia, including the General Election of Members of the DPR/DPD/DPRD, the General Election of the President and Vice President, as well as the General Election of Regional Heads and Deputy Regional Heads. The General Election Commission cannot be equated in position with other State institutions whose authority is determined and granted by the 1945 Constitution. So it can be concluded that the KPU is a State institution that organizes General Elections in Indonesia which is national, permanent and independent (independent). The KPU, as an independent institution with integrity, requires HR performance that has adequate expertise and skills as well as effective human resource management.

The public expects maximum performance from employees at the KPU office. The more employees who have maximum performance, the overall productivity of the institution will increase so that the institution will be able to achieve its vision, namely to be an independent,

non-partisan, impartial, transparent and professional General Election Organizer, based on the principles of democratic General Elections, involving the widest possible participation of the people, so that the results are trusted by the public. Employees are required to be able to complete tasks and responsibilities effectively and efficiently. Employee success can be measured through community satisfaction. The KPU office can also be measured by completing tasks in the form of whether or not targets are achieved in preparing each general election agenda.

"Employee performance according to Mangkunegara, (2019) is the quality of work results achieved by an employee in carrying out their duties in accordance with the responsibilities given." According to Sulistiyani, (2017), a person's performance is a combination of ability, effort and opportunity which can be assessed from the results of their work. According to Hasibuan, (2019) performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience and seriousness as well as time. According to Sinambela (2016:136) performance is an employee's ability to perform certain skills. Employee performance is very necessary, because with this performance it will be known how far the employee's ability is to carry out the tasks assigned to him. For this reason, it is necessary to determine clear and measurable criteria or aspects together which can be used as a reference for improving employee performance to the maximum level.

One important aspect in supporting increased employee performance is organizational culture. Luthans (2014), Organizational Culture is the norms and values that direct the behavior of organizational members. Every member of the organization will behave in accordance with the prevailing culture in order to be accepted by their environment. So the existence of an organizational culture can trigger the behavioral views of each individual or group and can create a good environmental atmosphere. A strong and deeply rooted organizational culture will be able to make a significant contribution to organizational members in terms of a clear understanding of a problem being resolved. Leaders, especially those at the top level, need to realize how important it is to understand their organizational culture because it has such a big influence on employee behavior. Nur et al., (2020) in their research found that organizational culture can influence employee performance. Organizational culture can also be used as a concept in developing development strategies for the organization it leads. Therefore, a strong organizational culture is important in supporting increased employee performance. The organizational culture at the Depok City KPU can be seen in the vision and mission. However, in reality the values stated in the vision and mission have not been implemented as they should. This problem is then believed to reduce employee performance.

Another aspect that influences employee performance is the transformational leadership style. Transformational leadership is able to inspire others to see the future optimistically, project an ideal vision, and be able to communicate that this vision can be achieved. According to Ancok, (2017) transformational leadership style is defined as a leadership style that is able to humanize its followers, treat its followers as intelligent and honorable human beings, able to stroke the hearts of their followers, in order to bring out maximum human potential. According to Rivai, (2016) transformational leadership style is a type of leadership that integrates or motivates their followers in achieving predetermined goals. A leader who has high motivation for his work will be able to encourage his subordinates to always create conducive working conditions, or be able to establish good communication with all his subordinates. Busro, (2018:225) defines that leadership style itself is how a leader influences his subordinates with good behavior. Busro further explained leadership style as a consistent behavior of a leader which is seen by his subordinates in influencing every activity of his employees. In other words, how does a

leader act to influence his subordinates so that they are able to achieve organizational goals. Putra & Puja (2023) in their research found that transformational leadership can influence employee performance. The importance of a transformational leadership style in the Depok City KPU can be seen from the attitude of a leader in an organization who directs or influences his employees to achieve organizational goals. Leadership that is authoritarian, rigid and uses its position to "pressure" its employees in their work certainly prevents employees from working more creatively and harmoniously. For this reason, leaders must be able to provide innovation or motivate their employees to be active in working or carrying out their duties, in this way they will be able to improve employee performance. The impact of the leadership style at the Depok City KPU can improve a leader's mindset in influencing his employees so that the employees are willing to follow orders given by their superiors. If the leadership style applied is not effective, employees will lose direction in their work. Therefore, this research will look at the extent to which the leadership style at the Depok City KPU can influence employee performance.

Then career development becomes one aspect that influences employee performance. Career development is individual improvement carried out by a person or organization in order to achieve a career plan and increase the employee's ability to achieve a work plan in accordance with the organization's path or level. So career development will have an impact on employee performance if the career plan that has been made by an employee is appropriate and in sync with the career path in an organization. If an organization has a career development system that is not optimal, employee performance productivity will decrease. Sulu et al., (2022) in their research found that career development can influence employee performance. So the more often the organization carries out career development, the more employees' competence at work will increase. High work competency through career development will be able to do a lot for the organization, whereas with low competency an employee will not be able to complete their tasks as well as possible, which will ultimately hinder the achievement of organizational goals. It is still found in the Depok City KPU that employees who work do not match their skills and work that does not match their educational background. This is then believed to influence employee performance.

Then another aspect that influences employee performance is employee job satisfaction. Job satisfaction is an employee's emotional feelings about his work within the organization. A person who is satisfied in his job is more likely to be effective in carrying out his work regarding what he hopes is the result he deserves. According to Robbins, (2016) job satisfaction is an employee's general attitude towards their work, seen from the amount of work the employee receives and the amount they receive from the results of their work. Employees will feel satisfied and enjoy their work, if the results of their hard work receive a reward that they feel is fair and appropriate. Meanwhile, Busro, (2018:101) defines job satisfaction as an employee's positive feelings in his work with the results he obtains as a result. The importance of employee job satisfaction at the Depok City KPU can be seen from the increase in employee job satisfaction, an employee who carries out his work effectively will have high motivation towards his work. So that employee performance will continue to improve and from the results of their work they will get the results they hope for. The impact of employee job satisfaction at the Depok City KPU can be seen from the increase in employee job satisfaction which can influence each employee to fulfill their needs. High job satisfaction among employees can influence employees to increase creativity or skills in carrying out their work, so that if they have high work participation in work, employee job satisfaction will be fulfilled. If job satisfaction is not met at the Depok City KPU, then every employee will not work wholeheartedly which will later impact on poor public services. Rahayu

& Dahlia (2023) in their research explained that the satisfaction felt by each employee will result in an increase in an employee's performance, because they consider their work to be enjoyable.

This study explores employee performance at the Depok City General Election Commission (KPU) Office between 2017 and 2021, highlighting fluctuating trends and the inability to achieve set performance targets. Preliminary data shows that the average actual employee performance fluctuated below the target of 100% during the period, with a gradual increase from 80.41% in 2017 to 82.72% in 2021. This triggered further research to identify factors that influence performance employees, with a focus on organizational culture, transformational leadership style, and career development as independent variables, and job satisfaction as an intervening variable.

Previous research shows a discrepancy in results regarding the influence of organizational culture, transformational leadership style, and career development on employee performance. Some studies found a significant effect, while others did not. This creates an interesting research gap to explore further. By including job satisfaction as an intervening variable, this study aims to investigate whether job satisfaction can mediate the relationship between independent variables and employee performance, thereby offering a new perspective in the academic literature.

This study proposes the latest theoretical and methodological approach, with the hope that the intervening variable of job satisfaction can clarify the dynamics between organizational culture, leadership style, career development, and employee performance. This encourages the development of the latest theory-based hypotheses and relevant research methodologies, with the aim of enriching academic understanding of the factors that influence employee performance in the public sector, especially at the Depok City KPU Office.

METHOD

The method used in this research is to use a descriptive and quantitative approach to provide a clear picture of the influence of organizational culture, transformational leadership style, career development and job satisfaction on employee performance at the Depok City KPU. By collecting and analyzing data numerically, this research aims to test hypotheses that have been established through surveys and the use of questionnaires distributed via Google Forms to respondents who meet the research criteria.

The research framework was built from a synthesis of theories and a review of relevant literature, placing organizational culture, transformational leadership style, and career development as independent variables, with employee performance as the dependent variable. Job satisfaction is included as an intervening variable to explore the potential mediation between independent variables and employee performance.

In the conceptual framework, the relationship between organizational culture, transformational leadership style, career development, job satisfaction, and employee performance is described to identify and analyze the direct and indirect influence of independent variables on the dependent variable through intervening variables.

The hypothesis proposed based on theory and previous research aims to test the positive and significant influence of organizational culture, transformational leadership style, and career development on job satisfaction and employee performance, including testing the mediating effect of job satisfaction.

Primary data obtained from respondents through questionnaires was used as the main type and source of data in this research. A cross-sectional quantitative approach helps in the analysis of relationships between variables at a single point in time.

Data collection techniques through documentation and questionnaires utilize Depok KPU employee data and literature, with questionnaires designed using a Likert scale for closed and open questions.

The research population includes all employees of the Depok KPU and ad hoc bodies, with a sample of 150 respondents determined using a simple random sampling method, based on the Taro Yamane formula.

Variable operationalization involves determining definitions, indicators, and measurement scales for variables such as organizational culture, transformational leadership style, career development, job satisfaction, and employee performance.

The data analysis method uses a Structural Equation Model (SEM) based on Partial Least Square (PLS) via SmartPLS software, allowing testing of relationships between variables and evaluating the influence of independent variables directly or indirectly through intervening variables.

Model evaluation was carried out through convergent, discriminant validity, internal reliability and path analysis tests, including hypothesis testing using the bootstrap resampling method to assess the significance of the relationship between variables. This research is expected to provide new insight into the factors that influence employee performance at the Depok City KPU, with an emphasis on organizational culture, leadership style, career development and job satisfaction.

RESULT and DICUSSION

a) Data Evaluation and Analysis

The results of data testing using SmartPLS version 4.0.9.9 for the initial stage can be seen in the image below.
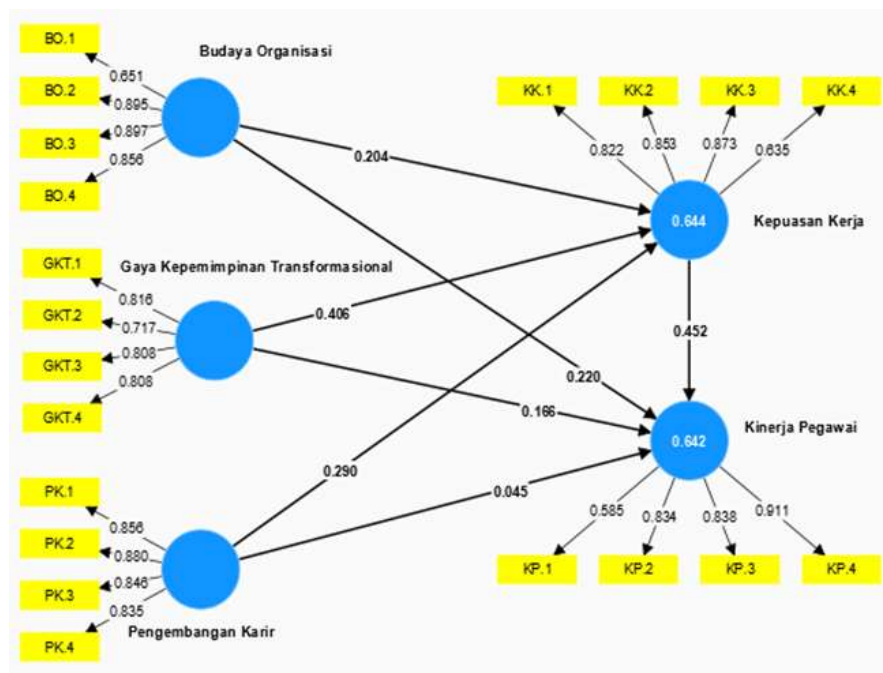

Figure 1. Outer Model Phase I
Source: SmartPLS Output (2024)

1)
Evaluation of the Reflective Measurement Model (Outer Model)

Evaluation of the reflective measurement model takes the form of testing to examine the correlation between the proposed indicators in one construct and indicators from other constructs. The reflective model measurement is based on the nature of the relationship from construct to indicator, where the influence of change shows that the indicator is both a reflection and a construct. Changes in indicators do not change the construct. Correlation is expected to be high. The validity test consists of convergent validity and discriminant validity. Discriminant validity can be seen in the table below.
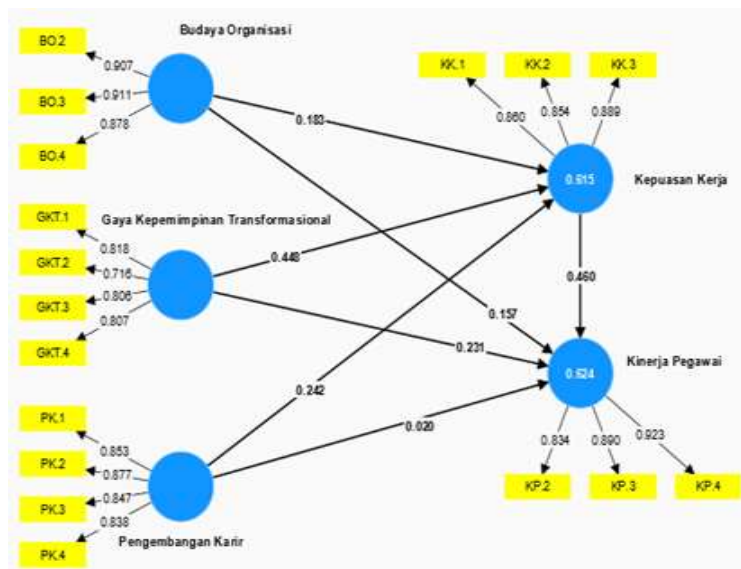
1) Convergent Validity

Table 1. Stage I Factor Loading Values

	Organizational culture	Transformational Leadership Style	Job satisfaction	Employee Performance	Career Development
BO.1	**0.651**				
BO.2	0.895				
BO.3	0.897				
BO.4	0.856				
GKT.1		0.816			
GKT.2		0.717			
GKT.3		0.808			
GKT.4		0.808			
KK.1			0.822		
KK.2			0.853		
KK.3			0.873		
KK.4			**0.635**		
KP.1				**0.585**	
KP.2				0.834	
KP.3				0.838	
KP.4				0.911	
PK.1					0.856
PK.2					0.88
PK.3					0.846
PK.4					0.835

Source: SmartPLS Output (2024)

Based on table 4.10, there are three indicators that have factor loading values below 0.70, namely BO.1, KK.4 and KP.1; which means that this indicator needs to be deleted because it is considered not suitable to be used as a model construct in research. The following is the outer loading model after eliminating indicators.

Figure 4.7 Outer Model Stage II
Source: SmartPLS Output (2024)

Table 2. Stage II Factor Loading Values

	Organizational culture	Transformational Leadership Style	Job satisfaction	Employee Performance	Career Development
BO.2	0.907				
BO.3	0.911				
BO.4	0.878				
GKT.1		0.818			
GKT.2		0.716			
GKT.3		0.806			
GKT.4		0.807			
KK.1			0.86		
KK.2			0.854		
KK.3			0.889		
KP.2				0.834	
KP.3				0.89	
KP.4				0.923	
PK.1					0.853
PK.2					0.877
PK.3					0.847
PK.4					0.838

Source: SmartPLS Output (2024)

Based on table 4.11, it shows that all indicators have a factor loading value of > 0.70, which means that the outer loading model is suitable for further testing.

Apart from being able to see convergent validity through loading factors, it can also be seen through Average Variance Extracted (AVE). An instrument is said to meet the convergent validity test if it has an Average Variance Extracted (AVE) above 0.5. The results of convergent validity testing can be seen in the table below.

Table 3. Convergent Validity Test Results

	Average variance extracted (AVE)

Organizational culture	0.691
Transformational Leadership Style	0.621
Job satisfaction	0.642
Employee Performance	0.642
Career Development	0.73

Source: SmartPLS Output (2024)

Based on table 4.12 above, it can be seen that each variable produces an Average Variance Extracted (AVE) value that is greater than 0.5. In this way the indicators that measure each variable are declared valid.

b) Discriminant Validity

Discriminant validity is the level of differentiation of an indicator in measuring the instrument construct. To test discriminant validity, it can be done by examining Cross Loading, namely the correlation coefficient of indicators with their associated constructs (cross loading) compared with the correlation coefficient with other constructs (cross loading). A larger value indicates the suitability of an indicator to explain the associated construct compared to explaining other constructs.

The discriminant validity test is assessed based on the cross loading value with the construct. An indicator is declared valid or has met discriminant validity if it has the highest value for the targeted construct compared to the values for other constructs. The values of the cross loading results in the discriminant validity analysis are seen in the following table.

Table 4. Discriminant Validity Test via Cross Loading Values

	Organizational culture	Transformational Leadership Style	Job satisfaction	Employee Performance	Career Development
BO.2	**0.907**	0.682	0.6	0.581	0.519
BO.3	**0.911**	0.762	0.6	0.594	0.557
BO.4	**0.878**	0.641	0.64	0.609	0.633
GKT.1	0.589	**0.818**	0.617	0.586	0.506
GKT.2	0.44	**0.716**	0.512	0.437	0.507
GKT.3	0.679	**0.806**	0.537	0.543	0.385
GKT.4	0.701	**0.807**	0.66	0.638	0.6
KK.1	0.589	0.716	**0.86**	0.649	0.565
KK.2	0.588	0.6	**0.854**	0.682	0.552
KK.3	0.602	0.618	**0.889**	0.626	0.56
KP.2	0.573	0.558	0.564	**0.834**	0.505
KP.3	0.51	0.601	0.689	**0.89**	0.441

KP. 4	0.666	0.703	0.726	**0.923**	0.546
PK. 1	0.547	0.554	0.508	0.44	**0.853**
PK. 2	0.489	0.469	0.467	0.436	**0.877**
PK. 3	0.548	0.582	0.547	0.512	**0.847**
PK. 4	0.573	0.558	0.649	0.518	**0.838**

Source: SmartPLS Output (2024)

Based on table 4.13 above, it shows that each indicator colored red has the highest loading factor value when connected to the target construct or connected to its own construct compared to when connected to other constructs. This shows that latent constructs predict indicators in their block better than indicators in other blocks. Thus, it can be concluded that the indicators used in this research model are valid or have met the criteria for discriminant validity.

c) Reliability Test Analysis

Reliability tests are carried out to measure the internal consistency of measuring instruments. Reliability tests are carried out to prove the accuracy, consistency and speed of the instrument in measuring constructs. Reliability testing in PLS can use composite reliability and Cronbach Alpha from the indicator block that measures the construct. Composite reliability measures the true value of the reliability of a construct. A construct is declared reliable if the Cronbach Alpha and Composite reliability values are greater than 0.70. The results of the Cronbach Alpha reliability test and Composite reliability are presented in the table below.

Table 5. Reliability Test Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Organizational culture	0.88	0.881	0.926
Transformational Leadership Style	0.797	0.807	0.867
Job satisfaction	0.836	0.836	0.902
Employee Performance	0.858	0.871	0.914
Career Development	0.877	0.882	0.915

Source: SmartPLS Output (2024)

Based on table 4.14, it can be seen that the Cronbach's Alpha value and Composite reliability value for all constructs are > 0.70.

Thus it can be concluded that all constructs in the model have good reliability.
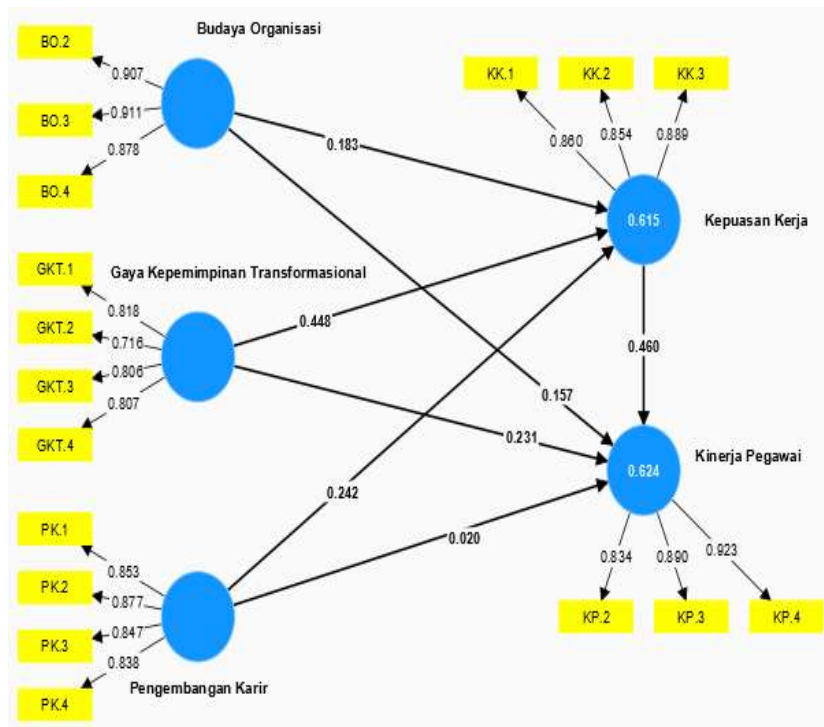
Figure 4. Outer Model After Evaluation
Source: SmartPLS Output (2024)

Based on Figure 4.8, it can be seen that after testing the Outer Model, it can be seen that overall the data in this research is valid and reliable, therefore the next stage will be the Inner Model testing process.

a) Structural Model Evaluation (Inner Model)
b) Evaluation of the structural model as hypothesis testing regarding the influence between research variables which must meet specified criteria in addition to meeting other requirements is demonstrated through hypothesis testing. The results obtained from the hypothesis testing stage are the Path Coefficient significance test which in PLS is carried out by bootstrapping the proposed model with the aim of deciding or proving whether the hypothesis is accepted or rejected. The bootstrapping results are shown in figure 4.9.
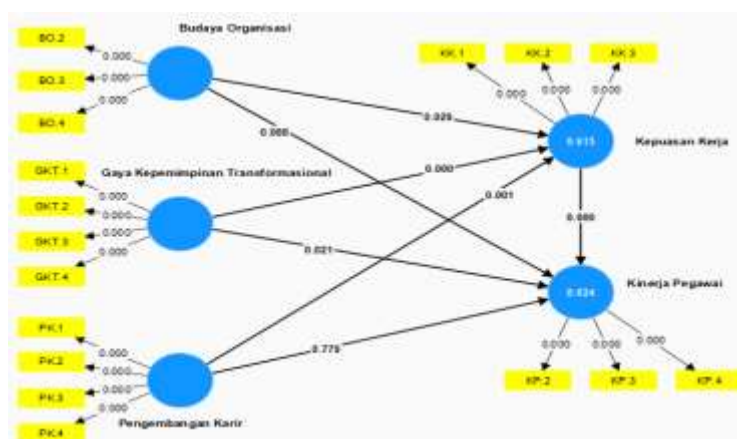
Figure 4. Bootstrapping Test
Source: SmartPLS Output (2024)

Based on Figure 4.9, the bootstrapping test with inner and outer models shows that the t count and P-values meet the validity and reliability tests in the previous stage. Figure 4.9 above is translated into the table below for direct influence testing.

1) Direct Influence

To find out the structural relationship between latent variables, hypothesis testing must be carried out on the path coefficient between variables by comparing the p-value with alpha (0.005) or t-statistics of (>1.96). The P-value and t-statistics are obtained from the output in SmartPLS using the bootstrapping method. Seen in the Indirect Effects and Total Effects output. The output results for direct effects (total effects) are presented in the table below.

Table 4.15 Direct Effect Test Results

	Original sample (O)	T statistics (|O/STDEV|)	P values
Organizational Culture -> Job Satisfaction	0.183	2.19	0.029
Organizational Culture -> Employee Performance	0.157	1,708	0.088
Transformational Leadership Style -> Job Satisfaction	0.448	5,236	0
Transformational Leadership Style -> Employee Performance	0.231	2.31	0.021
Job Satisfaction -> Employee Performance	0.46	5,738	0
Career Development -> Job Satisfaction	0.242	3,385	0.001
Career Development -> Employee Performance	0.02	0.281	0.779

Source: SmartPLS Output (2024)

The output results for direct effects (specific indirect effects) are presented in the table below.

Table 4.16 Indirect Effect Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Organizational Culture -> Job Satisfaction -> Employee Performance	0.084	0.083	0.041	2,024	0.043
Transformational Leadership Style -> Job Satisfaction -> Employee Performance	0.206	0.209	0.053	3.9	0
Career Development -> Job Satisfaction -> Employee Performance	0.111	0.113	0.041	2,703	0.007

Source: SmartPLS Output (2024)

From the PLS results, the Path Model Regression equation can be determined as follows:

The structural equations in this research are divided into two equations as follows.

2) First Equation

KK = 0.183 BO + 0.448 GKT + 0.242 PK

From the equation above it can be interpreted as follows.

a) The Organizational Culture regression coefficient is 0.183, meaning that if Organizational Culture increases by 1%, Job Satisfaction will increase by 0.183%.

b) The regression coefficient for Transformational Leadership Style is 0.448, meaning that if Transformational Leadership Style increases by 1%, Job Satisfaction will increase by 0.448%.

c) The Career Development regression coefficient is 0.242, meaning that if career development increases by 1%,

Job Satisfaction will increase by 0.242%.

3) Second Equation

KP = 0.157 BO + 0.231 GKT + 0.020 PK + 0.460 KK

From the equation above it can be interpreted as follows.

1) The Organizational Culture regression coefficient is 0.157, meaning that if Organizational Culture increases by 1%, Employee Performance will increase by 0.157%.

2) The regression coefficient for Transformational Leadership Style is 0.231, meaning that if Transformational Leadership Style increases by 1%, employee performance will increase by 0.231%.

3) The career development regression coefficient is 0.020, meaning that if career development increases by 1%, employee performance will increase by 0.020%.

4) The Job Satisfaction regression coefficient is 0.460, meaning that if Job Satisfaction increases by 1% then Employee Performance will increase by 0.460%.

Direct influence hypothesis testing is used to test whether there is a direct influence of exogenous variables on endogenous variables. The test criteria state that if the path coefficient is positive and the p value is ≤ 0.05 then it is stated that there is a positive and significant influence of the exogenous variable on the endogenous variable. The results of hypothesis testing can be seen in the table below.

Table 4.17 Summary of Direct Hypothesis Testing Results

	Original sample (O)	T statistics (|O/STDEV|)	P values	Information
Organizational Culture -> Job Satisfaction	0.183	2.19	0.029	Accepted
Organizational Culture -> Employee Performance	0.157	1,708	0.088	Rejected
Transformational Leadership Style -> Job Satisfaction	0.448	5,236	0	Accepted
Transformational Leadership Style -> Employee Performance	0.231	2.31	0.021	Accepted
Job Satisfaction -> Employee Performance	0.46	5,738	0	Accepted
Career Development -> Job Satisfaction	0.242	3,385	0.001	Accepted
Career Development -> Employee Performance	0.02	0.281	0.779	Rejected

Source: SmartPLS Output (2024)

Based on table 4.17 above, it can be interpreted as follows.

a) Organizational culture has a positive and insignificant effect on employee performance. This is proven by the original sample value of 0.157 (positive) and the P value of 0.088 > 0.05 (not significant). So the first hypothesis in this research is rejected.

b) Transformational Leadership Style has a positive and significant effect on Employee Performance. This is proven by the original sample value of 0.231 (positive) and the P value of 0.021 < 0.05 (significant). So the second hypothesis in this research is accepted.

c) Career Development has a positive and insignificant effect on Employee Performance. This is proven by the original

sample value of 0.020 (positive) and the P value of 0.779 > 0.05 (not significant). So the third hypothesis in this research is rejected.

d) Organizational culture has a positive and significant effect on job satisfaction. This is proven by the original sample value of 0.183 (positive) and the P value of 0.029 < 0.05 (significant). So the fourth hypothesis in this research is accepted.

e) Transformational Leadership Style has a positive and significant effect on Job Satisfaction. This is proven by the original sample value of 0.448 (positive) and the P value of 0.000 < 0.05 (significant). So the fifth hypothesis in this research is accepted.

f) Career Development has a positive and significant effect on Job Satisfaction. This is proven by the original sample value of 0.242 (positive) and the P value of 0.001 < 0.05 (significant). So the sixth hypothesis in this research is accepted.

g) Job satisfaction has a positive and significant effect on employee performance. This is proven by the original sample value of 0.460 (positive) and the P value of 0.000 < 0.05 (significant). So the seventh hypothesis in this research is accepted.

4) Indirect Influence

Indirect Influence Hypothesis Testing Indirect influence hypothesis testing is carried out with the aim of testing whether there is an indirect influence of exogenous variables on endogenous variables through mediating variables. The test criteria state that if the path coefficient is positive and the p value is ≤ 0.5 then it is stated that there is a significant influence of the exogenous variable on the endogenous variable through the mediating variable. The results of testing the indirect influence hypothesis can be seen through the summary in the next table.

Table 4.18. Summary of Indirect Hypothesis Testing Results

	Original sample (O)	T statistics ($|O/STDEV|$)	P values	Information
Organizational Culture -> Job Satisfaction -> Employee Performance	0.084	2,024	0.043	Accepted
Transformational Leadership Style -> Job Satisfaction -> Employee Performance	0.206	3.9	0	Accepted
Career Development -> Job Satisfaction -> Employee Performance	0.111	2,703	0.007	Accepted

Source: SmartPLS Output (2024)

Based on table 4.18 it can be interpreted as follows.

a) Organizational culture has a positive and significant effect on employee performance through job satisfaction. This is proven by the original sample value of 0.084 (positive) and the P value of 0.043 < 0.05 (significant). So the eighth hypothesis in this research is accepted.

b) Transformational Leadership Style has a positive and significant effect on employee performance through job satisfaction. This is proven by the Original sample value of 0.206 (positive) and the P value of 0.000 < 0.05 (significant). So the ninth hypothesis in this research is accepted.

c) Career Development has a positive and significant effect on employee performance through job satisfaction. This is proven by the original sample value of 0.111 (positive) and the P value of 0.007 < 0.05 (significant). So the tenth hypothesis in this research is accepted.

5) Path Coefficient

Based on Figure 4.8, the path coefficient can be explained as follows.

a) Organizational Culture has a value of 0.183, which means that Organizational Culture can explain Job Satisfaction by 18.3%.

b) Transformational Leadership Style has a value of 0.448, which means that

Transformational Leadership Style can explain Job Satisfaction by 44.8%.
c) Career Development has a value of 0.242, which means that Career Development can explain Job Satisfaction by 24.2%.
d) Organizational Culture has a value of 0.157, which means that Organizational Culture can explain Employee Performance by 15.7%.
e) Transformational Leadership Style has a value of 0.231, which means that

Transformational Leadership Style can explain employee performance by 23.1%.
f) Career Development has a value of 0.020, which means that Career Development can explain Employee Performance by 0.2%.
g) Job Satisfaction has a value of 0.460, which means that Job Satisfaction can explain Employee Performance by 0.46%.
6) Goodness of Fit Model

Table 4.19. Fit Models

	Saturated models	Estimated model
NFI	0.782	0.782

Source: SmartPLS Output (2024)

NFI values ranging from 0 – 1 are derived from a comparison between the hypothesized model and a certain independent model. The model has a high fit if the value is close to 1.

Based on table 4.19 above, the NFI value is 0.782, which means the model suitability can be described as good.
7) R-Square

Inner models (inner relations, structural models, and substantive theory) describe the relationship between latent variables based on substantive theory. The structural model was evaluated using R-square for the dependent construct. The R-square value can be used to assess the influence of certain endogenous variables and whether exogenous variables have a substantive influence.

Table 4.20 R Square

	R-square
Job satisfaction	0.615
Employee Performance	0.624

Source: SmartPLS Output (2024)

Based on table 4.20 above, it can be seen that the R-Square value of Job Satisfaction is 0.615, meaning that Organizational Culture, Transformational Leadership Style and Career Development can explain 61.5% of Job Satisfaction while the remaining 38.5% is influenced by other variables not included in this research. Then the R-square value of 0.61.5 is categorized as a substantial or strong model.

The R Square value of Employee Performance is 0.624, meaning that Organizational Culture, Transformational Leadership Style, Career Development and Job Satisfaction can explain 62.4% of Employee Performance while the remaining 37.6% is influenced by other variables not included in this research. Then the R-square value of 0.624 is categorized as a substantial or strong model.

CONCLUSION

From the results of the research conducted, there are several important conclusions regarding the influence of organizational culture, transformational leadership style, and career development on employee performance and job satisfaction as mediating variables. First, even though organizational culture has a positive effect, the findings show that its effect on employee performance is not significant, indicating that there are other factors that are more dominant in influencing employee performance besides organizational culture. Second, the transformational leadership style is proven to have a positive and significant influence on employee performance, confirming the importance of leaders who are charismatic and have high emotional intelligence in increasing employee motivation and performance. Third, career development, even

though it has good intentions to improve employee competence, does not show a significant influence on employee performance, indicating that the implementation and organizational support for employee career development needs to be further evaluated.

Furthermore, organizational culture and transformational leadership style are proven to have a positive and significant effect on employee job satisfaction. This indicates that when employees feel satisfied with the environment and the way they are led, this has the potential to improve their performance. Career development also has a positive effect on job satisfaction, indicating that opportunities to develop and advance one's career are important factors in employee job satisfaction. Finally, job satisfaction has a positive and significant influence on employee performance, reinforcing the idea that employees who are satisfied with their jobs tend to show higher performance. This conclusion provides valuable insight for organizations regarding the importance of paying attention to and improving aspects of organizational culture, leadership style, and career development to achieve optimal employee performance.

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