

The Effect of Organizational Culture, Work Motivation, Job Satisfaction, and Career Development on The Performance of Employees at Institution “X” Building A

Arni Dwi Kuntari¹⁾, Antyo Pracoyo²⁾, Enny Haryanti³⁾, Subarjo Joyosumarto⁴⁾

^{1,2,3,4)} Program Studi Magister Manajemen, STIE Indonesia Banking School
Jalan Kemang Raya No. 35, Jakarta 12730

Email Korespondensi: arni.20232112011@ibs.ac.id
Email: antyo.pracoyo@ibs.ac.id
Email: enny.haryanti@ibs.ac.id
Email: subarjo.joyosumarto@ibs.ac.id

Abstract: This research aims to analyse the performance of employees at Institution "X" Office A by considering factors such as organizational culture, work motivation, job satisfaction and career development. These factors were chosen as independent variables due their potential impact on employee performance, which is a dependent variable. The researcher used the Statistical Structural Equation Modelling (SEM) method especially the Partial Least Square (PLS) approach supported by SmartPLS, to process data obtained from a questionnaire survey conducted online using Google Form. The results of this research show that Organizational Culture and Work Motivation have a positive and significant effect on Employee Performance, whereas Job Satisfaction and Career Development have no effect on Employee Performance.

Keywords: Organizational Culture, Work Motivation, Job Satisfaction, Career Development, Employee Performance.

Abstrak: Penelitian ini bertujuan untuk menganalisis kinerja pegawai Lembaga "X" Gedung A" dengan mempertimbangkan faktor-faktor yaitu budaya organisasi, motivasi kerja, kepuasan kerja dan pengembangan karier. Faktor-faktor ini dipilih sebagai variabel independen karena potensi dampaknya terhadap kinerja pegawai, yang merupakan variabel dependen. Peneliti menggunakan metode Statistical Structural Equation Modelling (SEM) khususnya pendekatan Partial Least Square (PLS) yang didukung oleh SmartPLS, untuk mengolah data yang diperoleh dari survei kuesioner yang dilakukan secara daring menggunakan Google Form. Hasil penelitian menunjukkan bahwa Budaya Organisasi dan Motivasi Kerja berpengaruh positif dan signifikan terhadap Kinerja Pegawai, sedangkan Kepuasan Kerja dan Pengembangan Karier tidak berpengaruh terhadap Kinerja Pegawai.

Kata Kunci: Budaya Organisasi, Motivasi Kerja, Kepuasan Kerja, Pengembangan Karier, Kinerja Pegawai.

I. INTRODUCTION

Institution "X" continuously enhances the competence and quality of its human resources in carrying out its functions in the financial services industry through various training programs in collaboration with a number of national and international training institutions, as well as all relevant stakeholders. As its function in the financial services industry demands a high level of understanding of the sector, Institution "X" consistently implements human resource development programs to keep pace with the fast and dynamic developments in the financial industry. Institution "X" provides various training programs that are expected

to improve the competence of all employees involved in its functions, enabling them to understand the concepts needed to identify and develop more effective mechanisms and tools in their respective sectors. One of the human resource quality development programs is conducted in the form of training sessions to facilitate the sharing of knowledge, insights, and skills among employees of Institution "X" from all sectors (Institution "X", 2025).

Effective and efficient employee performance can be realized with several supporting aspects, such as the organization providing responses to employees in the form of recognition, freedom to provide input, and employee development (Yanuari, 2019). This is because employee performance is the result of managing all physical and non-physical resources in personal work activities within the organization (Bawono et al., 2020). Employee performance can be considered good if its implementation is in line with the desired goals or is able to meet the organization's needs, however to achieve maximum employee performance, the organization needs to pay attention to the aspects that effect whether performance is good or bad (Daspar, 2020).

Based on direct interviews and observations with employees at Institution "X", employees are able to deliver high-quality and very satisfactory work results, and they possess high initiative. Employees work with full dedication and great effort, enabling them to provide excellent, proactive, and informative service, and they're enthusiastic in motivating themselves to achieve work targets. The work units are cohesive and always committed to mutually supporting and assisting each other in handling every challenge and problem at Institution "X". However, employees feel they haven't received sufficient explanation and guidance or instructions corresponding to the tasks, principal duties, and functions outlined in the regulations and guidelines of Institution "X". They only receive general guidance, while specific work instructions must be learned independently from the institution's regulations and guidelines. They feel they lack sufficient guidance and supervision in their work. This is a critical issue to address as it affects the work targets to be achieved. With better guidance, work could be completed in a more effective and constructive timeframe, in line with the expected goals. Therefore, it's very important for employees to receive clearer instructions along with considerations and plans for the objectives

to be achieved. Employees hope for the presence of better role models as a learning example for them. They also hope that two-way communication at work can become more effective.

An element that's continuously created in the work environment is organizational culture, which refers to the prevailing habits within an organization. Organizational culture is an element that is constantly being built in the organizational environment, so every organization is bound to have unique patterns and habits (Paais & Pattiruhu, 2020). Organizational culture can be defined as the common values, beliefs, and norms that effect how employees feel, think, and act within the work environment (Abdullahi et al., 2021). However, organizational culture must be adapted because employees are required to overcome the challenges of change where demands and expectations intersect (Devi et al., 2022).

Based on direct interviews and observations with employees at Institution "X", the communication culture embedded in the INPRESIV organizational culture guideline is still running ineffectively because employees are dispersed across several separate office building locations. For certain tasks, meetings only involve employees at specific levels, functional-level employees only receive the final decisions that must be implemented. This ineffective communication culture makes the work environment less conducive, and employees who aren't involved in these forums tend to refuse responsibility for the decisions made. This is unfortunate because the implementation of the organizational culture described in the INPRESIV guideline, particularly regarding communication, involvement, and cooperation within work units, has a significant impact on employee performance. A sense of belonging, nurtured through communication and cooperation, encourages employees to be more committed to their tasks and responsibilities to perform well. Furthermore, some employees work too hastily and personally vent their emotions

to other colleagues due to high workloads. This happens because work-life balance does not appear to be a priority, as evidenced by excessive multi-tasking, frequent shifting of responsibilities, and blurred employee priorities.

The behaviours of organizational members, both individually and in groups, provides a powerful effect on employee performance because work motivation directly affects it. The organization must be able to align the perceptions or perspectives of employees to achieve their goals. This can be done by establishing the right work mentality with high dedication and loyalty, providing guidance and direction, and offering proper motivation and work coordination to employees. The organization needs to direct work motivation by creating an organizational climate through the formation of a work culture or organizational culture, so that employees feel encouraged to work harder to achieve high levels of performance. Every employee has expectations or needs in their job, including the need for rewards, internal factors like self-esteem and achievement, and external factors like recognition and attention (Paais & Pattiruhu, 2020).

Based on direct interviews and observations with employees at Institution "X", employees feel that the appreciation they receive through appraisals is less than ideal, as it is not considered proportional to their high workload and the targets, they successfully complete. Employees who are disappointed with the unfair and unprofessional nature of the existing appraisal system become demotivated. The lack of adequate moral support and recognition for individual contributions has a significant impact on the demotivation of employees at Institution "X". Ultimately, employees are less motivated to perform well, even though they are highly capable and their work units are well-formed and very solid. Providing direction, feedback, or insights to employees would greatly help motivate them to achieve their work targets.

Job satisfaction is defined as the feelings an employee has regarding their work. It

refers to the general attitude a person displays towards their job. Job satisfaction has significant consequences, as it strongly effects employee productivity and the process by which they complete their tasks and responsibilities. Therefore, organizations must regularly evaluate the job satisfaction of every employee to maintain productivity and remain competitive with other similar organizations (Halim & Yusianto, 2023).

Based on direct interviews and observations with employees at Institution "X", employees feel quite satisfied working at the institution in terms of self-actualization and compensation. They feel comfortable with the cohesiveness within their work units and the good relationships among colleagues. The physically supportive work environment, specifically the very adequate office facilities, also contributes to their level of job satisfaction. However, the unfair and unprofessional nature of the existing appraisal system detracts from their job satisfaction. The moral support and recognition for individual contributions, which are also perceived as less than ideal, negatively affect their job satisfaction as well.

Career development is a reason why an employee decides to take a job at an organization and a reason why they stay. An organization must have competent employees, as they are a critical aspect in determining the organization's quality and progress (Purba & Ruslan, 2020). The role of career development is a very important factor because it can make employees more loyal to a particular organization. With career development, employees are expected to improve the quality of their work, in line with the advancements in science and technology adopted by the organization (Permana et al., 2021).

Based on direct interviews and observations with employees at Institution "X", employees are given programs to participate in certifications, training, and further schooling or university studies relevant to their jobs. Institution "X" provides promotion opportunities for employees who perform well. Employees

also have access to counselling services. Working at Institution "X" allows employees to learn new knowledge that's beneficial for their future careers. The institution also provides employees with a good balance between their personal, family, and work time. It's recommended that Institution "X" continue to add more formal education scholarship programs and training on understanding the role of a leader, so that employees are more professional when they receive a promotion to a higher position. Employees hope that promotions, rotations, or transfers will consider their abilities and desires, so that their placements can be in line with what they want. Employees also hope for a review and improvement of the employee appraisal system to make it more objective and to avoid exclusivity by certain groups in assessing employee performance.

This study modifies the research model from Paais & Pattiruhu (2020), with an additional journal reference from a study by Ali, Bashir, et al. (2019). The research problem will be formulated based on an analysis of the observed phenomena and the results of previous research, specifically the influencing factors of organizational culture, work motivation, job satisfaction, and career development on the improvement of employee performance. High performance from employees helps an organization achieve its goals. The researcher is interested in conducting a study with the title, "The Effect of Organizational Culture, Work Motivation, Job Satisfaction, and Career Development on the Performance of Employees at Institution "X" Building A", based on a desire to further examine the phenomena discovered at Institution "X" Building A.

This study is limited in scope due to the breadth of the topic. This ensures the research is more focused and manageable, making it possible to achieve the research objectives. The study will be conducted during the year 2025. The focus of this research is on the employees of Institution "X" Building A. The researcher assumes that the permanent employees at this location already understand the general

values associated with working at Institution "X". The observed phenomena are linked to the performance of the employees at Institution "X" Building A, who will serve as the respondents. The objective of this research is to test and analyse the performance of employees at Institution "X" Building A by examining the influencing factors of organizational culture, work motivation, job satisfaction, and career development.

Employee performance is an employee's work combined with a comparison of their actual work results against the standards set by the organization (Laksitarini, 2023). Employee performance is also defined as how much an employee contributes to creating superior final outcomes, which can be understood through a methodical approach to tasks and expectations, resources and opportunities, as well as feedback and evaluation (Shamsudin & Velmurugan, 2023). Furthermore, employee performance is the level of achievement and productivity demonstrated by employees when carrying out the tasks assigned to them in the workplace, relating to their effectiveness and productivity (Bhutto et al., 2023).

The indicators for employee performance that the researcher will use in this study, referencing the previous research by Paais & Pattiruhu (2020), are as follows: Institution "X" has strict rules that I must comply with; Institution "X" has a professional reward system, so all forms of my performance appraisal are conducted transparently; Institution "X" provides rewards and bonuses when I have achieved its targets; I receive training and development, which motivates me to work optimally; I'm rarely absent from the office; I always achieve the targets set by Institution "X", often exceeding them.

II. RESEARCH METHODOLOGY

Organizational culture can be defined as the common values, beliefs, and norms that effect how employees feel, think, and act within the work environment. It can also mean the core principles or guidelines that organizational employees must adhere to

without unreasonable resistance. Organizational culture consists of the unwritten norms, behaviours, and beliefs that establish the "rules of the game" for decision-making, structure, and control, focusing on the existing culture and the legacy of the organization's general principles. Organizational culture is the glue for employees, binding individuals to the organization (Abdullahi et al., 2021). It encompasses several characteristics that act as a control against business challenges but differ from one organization to another (Devi et al., 2022).

Work motivation is autonomy support, which means that organizational managers pay attention to every decision intended to lead to employee well-being and more flexible work needs (Paais & Pattiruhu, 2020). Work motivation encompasses the factors that greatly effect an individual's behaviours to help the organization achieve its goals effectively. It's what makes a person do something and how they do it. Work motivation also involves inherent personal challenges that help in discovering and developing new knowledge and skills (Sultana et al., 2021).

Job satisfaction is a positive emotional state that an employee has regarding the work they do. It is a feeling that employees have and experience about their job. Job satisfaction has consequences expressed by employees, which greatly affect their productivity and their process in completing tasks and responsibilities. It is a positive emotional condition an employee has towards their work, originating from the work itself, the employee's individual qualities, and social relationships outside of work. Job satisfaction refers to the general attitude a person displays towards their job (Halim & Yusianto, 2023).

Career development is the development of an individual by formally and/or informally training employees in line with their job requirements. It involves promoting the technical skills, conceptual achievements, theoretical, and moral aspects of the job so that employees achieve the best results. Career development is the growth that occurs beyond what is required

in a specific job. It's about promoting competitiveness in a competitive environment (Ifechi et al., 2022).

This study modifies the research model from Paais & Pattiruhu (2020) titled, "Effect of Motivation, Leadership, And Organizational Culture on Satisfaction and Employee Performance". The results of that study showed that work motivation, organizational culture, and job satisfaction have a positive effect on employee performance. The current study modifies this model by adding the variable of career development to the independent variables (Paais & Pattiruhu, 2020). Research by Ali, Mahmood, et al. (2019) titled, "Linking Succession Planning to Employee Performance: The Mediating Roles of Career Development and Performance Appraisal", showed that career development has a positive effect on employee performance (Ali, Mahmood, et al., 2019). Based on the literature review and the research models above, which align with the variables to be studied, the following hypotheses are established for this research:

H1: Organizational culture has a positive effect on employee performance.

H2: Work motivation has a positive effect on employee performance.

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

H4: Career development has a positive effect on employee performance.

This study uses a quantitative research method approach. The quantitative research method, which is based on the philosophy of positivism, is defined as a method used to research a specific population or sample with the goal of testing pre-established hypotheses. The philosophy of positivism views phenomena as classifiable, relatively constant, concrete, objective, measurable, rational, and systematic, and believes that the effect of phenomena is causal (cause and effect). Data will be collected using an online questionnaire technique with Google Forms. A questionnaire is a data sampling

technique carried out by giving a set of written questions or statements to respondents to be answered. The questionnaire serves as a measurement tool where the questions must be crafted meticulously; each question or statement must have a measurement scale, and the number of indicators must be sufficient to measure the variable being studied. Questionnaires can be given to respondents directly, through the mail, or via the internet (Sugiyono, 2022).

In this study, the method for determining the sample size uses a formula based on the approach by Hair et al. (2019). The sample size for this study is determined as follows: $n = 5 \times \text{number of indicators} = 5 \times 29 = 145$. From this calculation, the minimum number of respondents to be included in this study is 145. Therefore, this study requires a minimum of 145 respondents (Hair et al., 2019).

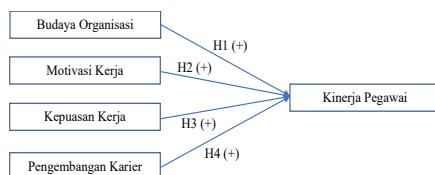
The survey questionnaire method conducted online using Google Forms, is used to collect primary data because the researcher has a strong understanding of the variables to be measured and the predicted responses. In this research, the Likert scale is used to measure the attitudes, opinions, and perceptions of an individual or a group of people about social phenomena. The questionnaire requests respondents' demographic information, including gender, age, level of education, and length of works. The respondents are employees of Institution "X" Building A. For the purposes of this study's quantitative analysis, the assessment of each questionnaire variable is calculated using a 6-point Likert Scale with scores ranging from 1 to 6. The purpose of using a 6-point (even-numbered) Likert scale is to avoid a middle or neutral value in the questionnaire. "Strongly Disagree" is represented by the lower end of the scale (closer to 1), and "Strongly Agree" is represented by the higher end (closer to 6) (Sugiyono, 2022).

The data processing method used in this research is the Partial Least Square (PLS) data analysis method. Partial Least Square is a powerful analysis method because it

isn't based on numerous assumptions. The PLS approach does not assume a specific data distribution and can handle various data types, including categorical, ordinal, nominal, interval, and ratio. PLS uses bootstrapping to estimate the probability levels of direct effects. It also does not require a minimum sample size, and studies with small samples can use it. The purpose of using PLS is to predict the effect of variables and to assist researchers in obtaining the values of those variables in their study. The data processing in PLS consists of three stages. The first stage is the literacy stage (data reading) to produce weight estimates, which are used to obtain the values of the variables. The second stage involves estimating the paths that connect latent variables with other latent variables and with their indicator blocks (loadings), which results in the estimation of the inner model and outer model. The third stage pertains to the means and regression constant values for the indicators and latent variables, resulting in the estimation of means and constants (Hair et al., 2017).

The outer model, also known as the outer relation or measurement model, defines how each block of indicators relates to its latent variable. The measurement model with its indicators is evaluated using convergent validity and discriminant validity for the indicators, and composite reliability for the indicator block. Convergent validity of the measurement model is assessed based on the correlation between the item scores or component scores and the construct score calculated by PLS. An indicator's loading is considered high if it correlates more than 0.70 with the construct it is intended to measure. However, for research purposes, especially in the early stages of measurement scale development, a loading value up to 0.60 is considered acceptable. Discriminant validity measures the extent to which a construct is truly distinct from other constructs. A high discriminant validity value provides evidence that a construct is unique and capable of capturing the phenomenon being measured. The method

for testing discriminant validity is by comparing the square root of the AVE (\sqrt{AVE}) with the correlation values between constructs. If the square root of the AVE for each construct is greater than the correlation value between that construct and any other construct in the model, it is said to have good discriminant validity. The composite reliability of an indicator block that measures a construct can be evaluated with two types of measures: internal consistency and Cronbach's Alpha (Hair et al., 2017).



Picture 1 Research Model
 Source: Processed with SmartPLS, 2025

The analysis of the inner model illustrates the effect between latent variables based on substantive theory. This research model can be evaluated by examining the R-Square for the dependent variable, as well as the significance of the structural path coefficients. With the PLS method, the process begins by looking at the R-Square (R^2) for each dependent variable. The resulting R-Square value can be used to assess the substantive effect of the independent variables on the dependent variable. R-Square is useful for determining the extent to which the independent variables can affect the dependent variable (Hair et al., 2017).

III. RESULTS AND DISCUSSION

Table 1. R-Square Test

Dependent Variable	R-Square
Employee Performance	0.675

Source: Processed with SmartPLS, 2025

In this model, the independent variables as a whole show an R^2 value for the dependent variable Employee Performance of 0.675. This means that 67.5% of the proportion of effect on the Employee

Performance variable is contributed by the variables within this research model, while the remainder is affected by factors from other independent variables outside of this study that were not examined by the researcher. This indicates that 67.5% of the variability in Employee Performance is explained by the independent variables in this study. Therefore, it can be concluded that the research model is good (Hair et al., 2017).

Table 2. Path Coefficients Analysis

Hypothesis	Original Sample (O)	P Values	Criterion
H1: <i>Organizational Culture</i> -> <i>Employee Performance</i>	0.265	0.002	H1: Accepted
H2: <i>Work Motivation</i> -> <i>Employee Performance</i>	0.547	0.000	H2: Accepted
H3: <i>Job Satisfaction</i> -> <i>Employee Performance</i>	0.011	0.452	H3: Rejected
H4: <i>Career Development</i> -> <i>Employee Performance</i>	0.059	0.250	H4: Rejected

Source: Processed with SmartPLS, 2025

An analysis of the employee performance indicator for a professional and transparent reward system reveals a critical disconnect at Institution "X". While the system is considered fairly good, its effectiveness is undermined because employees feel they lack clear guidance, instructions, and supervision. To address this, performance criteria must be clearly defined using a Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) framework, directly aligned with official institutional guidelines. To bridge the gap in guidance, a structured and continuous feedback mechanism is essential. This includes implementing regular two-way performance reviews and positioning managers as coaches and mentors, fulfilling the employees' desire for better role models. Adopting a 360-degree feedback system would also provide a more comprehensive view of performance. To enhance objectivity and

transparency, the institution should adopt performance management software. This allows for real-time tracking of targets and achievements, ensuring that evaluations are based on data rather than subjective perception. Finally, this transparent performance data must be clearly linked to a predictable and diverse reward policy. This policy should encompass both financial (bonuses) and non-financial incentives like promotions and training opportunities, ensuring that employees see a direct and fair connection between their contributions and their recognition.

While training and development are appreciated, there is a significant gap between the general training provided and its practical application. To bridge this, a more targeted approach is needed. Recommendations include conducting a thorough Training Needs Analysis (TNA) for each unit, designing practical, case-study-based training relevant to daily tasks, and shifting from one-way presentations to interactive simulations. Empowering managers to act as coaches and mentors is also critical. Providing them with specific training on communication and feedback will help them guide their teams effectively and serve as better role models. Employee attendance is exceptionally high, indicating strong initiative and commitment. However, to proactively maintain this, the institution should address underlying issues that could impact future motivation, such as the previously noted lack of clear direction and supervision. By improving employee engagement and communication, the institution can sustain this high level of dedication. Implementing flexible work arrangements, like a hybrid model, can also demonstrate trust and support work-life balance, further ensuring that attendance remains a strength. A clear and consistent absence policy that's supportive yet firm will also contribute to maintaining this positive trend.

The results of testing the first hypothesis in Table 4 above show that Organizational Culture has an effect on Employee Performance. The probability value (P-value) obtained for this hypothesis is 0.002,

which is significant as the P-value < 0.05 (less than 0.05). The correlation value shows a positive (+) result of 0.265. Based on these test results, it's concluded that Organizational Culture has a positive and significant effect on Employee Performance. Hypothesis 1 is accepted (Hair et al., 2017). This finding is consistent with the results of previous research conducted by Paais & Pattiruhu (2020) and Abdullahi et al. (2021), which also showed that Organizational Culture has a positive and significant effect on Employee Performance. Other research by Devi et al. (2022) showed that the open nature of the INPRESIV organizational culture guideline leads to better employee performance, as employees share many fundamental beliefs that are created and supported within it.

An analysis of Institution "X" reveals that its INPRESIV organizational culture has successfully created a positive and professional atmosphere. However, significant challenges remain regarding workload management and work-life balance. The indicator for fair and professional work distribution, reflecting employee complaints about uneven workloads and excessive multi-tasking. To address this, several key actions are recommended. A comprehensive workload analysis should be conducted for all employees and teams to identify imbalances. This data can then be used to distribute tasks more equitably. Creating a skills matrix mapping employee expertise and interests would further optimize task allocation, boost efficiency and reducing errors. Furthermore, high workloads contribute to negative emotions and reduced focus. Implementing clear task prioritization, promoting a healthy work-life balance through clear policies, and offering stress management training are crucial steps to mitigate these effects. In contrast, the indicator for a conducive and comfortable work environment, showing the culture's success in this area. To enhance this strength, regular in-person meetings are suggested to build personal connections beyond virtual

communication. Managers should also provide consistent positive feedback and actively value all employee opinions to reduce hesitation and foster stronger collaboration, ultimately improving overall well-being and performance.

The results of testing the second hypothesis in Table 4 above show that Work Motivation has an effect on Employee Performance. The probability value (P-value) obtained for this hypothesis is 0.00, which is significant as the P-value < 0.05 (less than 0.05). The correlation value shows a positive (+) result of 0.547. Based on these test results, it's concluded that Work Motivation has a positive and significant effect on Employee Performance. Hypothesis 2 is accepted (Hair et al., 2017). This result is consistent with the findings of previous research conducted by Yanuari (2019), which also showed that Work Motivation has a positive and significant effect on Employee Performance. Previous research by Paais & Pattiruhu (2020) indicated that within the composition of work motivation as a driving factor for improving employee performance, there is a managerial role that changes the atmosphere of Institution "X" to be better and more professional.

An analysis of work motivation at Institution "X" indicates that while current systems are viewed as fairly good, they can be significantly improved to address underlying demotivation. The indicator for career development attention suggests a need for more strategic task allocation. Recommendations include assigning tasks that both align with employee skills and provide developmental challenges, implementing planned job rotations, and fostering a stronger culture of appreciation through specific, peer-to-peer recognition. Involving employees in selecting their training is also key to boosting engagement. Similarly, the fairness of rewards and punishments can be enhanced. This involves diversifying rewards beyond bonuses to include public recognition, training opportunities, and flexible work arrangements. Crucially, a transparent and consistently applied system for sanctions,

based on clear guidelines and fair investigation, is necessary to build trust and professionalism. The bonus system itself, though already considered fair, would be more motivational if tied to a transparent, multi-level structure. This includes clear Key Performance Indicators (KPIs) for individual contributions, team achievements, and overall organizational success. By integrating these structured improvements, Institution "X" can create a more robust motivational framework where employees feel their contributions are strategically developed, fairly recognized, and transparently rewarded.

The results of testing the third hypothesis in Table 4 above show that Job Satisfaction doesn't have an effect on Employee Performance. This is because the probability value (P-value) for this hypothesis is 0.452, which means the P-value > 0.05 (greater than 0.05). Based on this test result, it's concluded that Job Satisfaction doesn't affect Employee Performance. Hypothesis 3 is rejected (Hair et al., 2017). Previous research by Paais & Pattiruhu (2020) explained that the role of Institution "X" is important and necessary for employees to achieve their job satisfaction. According to research by Devi et al. (2022), Institution "X" needs to be open and accepting of stakeholder diversity so that employees feel they have broad opportunities, as this will improve their courage in expressing opinions and subsequently enhance their sense of care for their work. Institution "X" needs to expand openness among its employees by enabling more solid collaboration and flexible employee mobility to support freer interaction among colleagues. As also researched by Sellar (2022) & Laksitarini (2023), Institution "X" needs to develop strategies to allow its employees to have a beneficial work environment without difficulties.

An analysis of job satisfaction at Institution "X" reveals that while employees are generally content, their experience can be significantly enhanced through more structured support systems. The indicator for feeling heard by

management suggests a need for better feedback channels. Recommendations include establishing anonymous suggestion platforms, holding regular town hall meetings for direct communication, and creating a transparent process for tracking and responding to employee input. Recognizing employees whose ideas are implemented is also crucial for building trust. Similarly, while management's enthusiasm for career development is perceived as positive, this can be solidified by creating and clearly communicating transparent career path maps for every role. This ensures employees understand the criteria for advancement, reducing perceptions of subjectivity and demonstrating a tangible commitment to their growth. Work-life balance is already a strength, but it can be further improved by formalizing flexible work policies like adjustable hours and remote work options. The institution should also invest in comprehensive wellness programs, including mental health support and stress management resources. Crucially, establishing a culture that respects personal time, such as a "right to disconnect" policy outside of work hours, would reinforce the institution's commitment to employee well-being and boost overall job satisfaction.

The results of testing the fourth hypothesis in Table 4 above show that Career Development doesn't have an effect on Employee Performance. This is because the probability value (P-value) for this hypothesis is 0.244, which means the P-value > 0.05 (greater than 0.05). Based on this test result, it's concluded that Career Development doesn't affect Employee Performance. Hypothesis 4 is rejected (Hair et al., 2017). Research by Paais & Pattiruhu (2020) that every employee always looks forward to career progression wherever they work, which in turn yields optimal results for their satisfaction and performance. Research conducted by Sellar (2022) found that employee performance will improve if employees receive quality training and career development programs. According to research by Ali, Bashir, et al. (2019), the effect on employee

performance includes not only technical aspects but also employee behavioural aspects.

An analysis of career development at Institution "X" indicates that while programs for growth exist, their implementation lacks transparency and strategic structure. The indicator for ensuring employee growth points to issues with educational opportunities, highlighted by a sharp decline in scholarship recipients. Recommendations include reviewing and increasing scholarships, enhancing practical training, and clearly linking these programs to mapped-out career paths. Furthermore, a structured leadership pipeline should be developed through specialized management training, formal mentorship programs, and a gradual improve in responsibilities for high-potential employees. Similarly, the perception of promotion opportunities suggests a need for greater objectivity. The current appraisal system should be overhauled to focus on clear, measurable Key Performance Indicators (KPIs) rather than subjective preferences, eliminating perceptions of favouritisms. The promotion process must be made more transparent by communicating the selection criteria and rationale. Engaging employees in dialogues about their career aspirations for rotations and transfers is also crucial for ensuring proper placement. By implementing these changes, Institution "X" can build a more competent, motivated, and professional workforce, strengthening its long-term competitiveness by ensuring growth and advancement are fair, clear, and strategic.

IV. CONCLUSION

The results of the hypothesis testing showed that Work Motivation has an effect on Employee Performance, with a probability value (P-value) of 0.00, which is significant ($P < 0.05$). The correlation value was positive (+) at 0.547. It's concluded that Work Motivation has a positive and significant effect on Employee Performance. This result is consistent with previous research by Yanuari (2019) and Paais & Pattiruhu (2020).

The results of the hypothesis testing showed that Organizational Culture has an effect on Employee Performance, with a probability value (P-value) of 0.002, which is significant ($P < 0.05$). The correlation value was positive (+) at 0.265. It's concluded that Organizational Culture has a positive and significant effect on Employee Performance. This result is consistent with previous research by Paais & Pattiruhu (2020), Abdullahi et al. (2021), and Devi et al. (2022).

The results of the hypothesis testing showed that Job Satisfaction doesn't have an effect on Employee Performance, as the probability value (P-value) is 0.452, which is not significant ($P > 0.05$). It's concluded that Job Satisfaction doesn't affect Employee Performance. This finding is inconsistent with previous research by Paais & Pattiruhu (2020), Devi et al. (2022), Sellar (2022), and Laksitarini (2023).

The results of the hypothesis testing showed that Career Development doesn't have an effect on Employee Performance, as the probability value (P-value) is 0.244, which is not significant ($P > 0.05$). It's concluded that Career Development doesn't affect Employee Performance. This finding is inconsistent with previous research by Ali, Bashir, et al. (2019), Paais & Pattiruhu (2020), and Sellar (2022).

It's hoped that future research can be more focused on specific work units to yield more in-depth results. Future research could also change its focus to other business sectors and/or a different scope of office locations. By doing so, subsequent research may show different results from this study. It's also suggested to improve the effect of Job Satisfaction and Career Development on Employee Performance so that they can have a significant effect, based on the recommendations in the managerial implications section. Future research is expected to use more journals with recent publication years, not too far from the research year, and which are more relevant, so that the results obtained can be richer with the latest data or phenomena. It's hoped that future studies will add many

other variables related to employee performance, such as Work Stress, Work Discipline, or Employee Loyalty. It's also hoped that intervening variables can be added to obtain a more varied picture of the indirect effect of independent variables on the dependent variable.

REFERENCES

Abdullahi, M., Raman, K., & Solarin, S. (2021). Effect of Organizational Culture on Employee Performance: A Mediating Role of Employee Engagement in Malaysia Educational Sector. *International Journal of Supply and Operations Management*, 8(3), 232–246. <https://doi.org/https://dx.doi.org/10.22034/IJSOM.2021.3.1>

Al Karim, R. (2019). Impact of Different Training and Development Programs on Employee Performance in Bangladesh Perspective. *International Journal of Entrepreneurial Research*, 2(1), 8–14. <https://readersinsight.net/IJER/article/download/497/474>

Ali, Z., Bashir, M., & Mehreen, A. (2019). Managing Organizational Effectiveness Through Talent Management and Career Development: The Mediating Role of Employee Engagement. *Journal of Management Sciences*, 6(1), 62–78. <https://irthesis.ir/wp-content/uploads/2023/02/15-1.pdf>

Ali, Z., Mahmood, B., & Mehreen, A. (2019). Linking Succession Planning to Employee Performance: The Mediating Roles of Career Development and Performance Appraisal. *Australian Journal of Career Development*, 28(2), 112–121. <https://doi.org/10.1177/1038416219830419>

Bawono, I. R., Setyadi, E., & Hamid, S. A. (2020). Work Motivation Effect on State Civil Apparatus Performance during WFH with Discipline Variable. *AKRUAL: Jurnal Akuntansi*, 11(2), 110. <https://doi.org/10.26740/jaj.v11n2.p110-121>

Bhutto, S., Munir, M., & Rubaca, U. (2023). Impact of Organizational Culture on Employee Performance in Pakistan's Private Banking Sector. *Abasyn Journal of Social Sciences*, 25–38. <http://ajss.abasyn.edu.pk/admineditor/papers/AJSS-16-1-03.pdf>

Daspar, D. (2020). Pengaruh Lingkungan, Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan. *EKOMABIS: Jurnal Ekonomi Manajemen Bisnis*, 1(02), 159–166. <https://doi.org/10.37366/ekomabis.v1i02.31>

Devi, K., Sharma, G., Archana, J., & Anantha, K. (2022). Impact of Octapace Culture on Performance and Job Satisfaction with Special Reference to It Employees in Bangalore. *Journal of Jilin University (Engineering and Technology Edition)*, 406–417.

<https://doi.org/https://doi.org/10.17605/OSF.IO/5DBHS>

Hair, J., Hult, G., Ringle, C., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modelling (PLS-SEM)*. SAGE Publications, Inc. https://www.researchgate.net/publication/354331182_A_Primer_on_Partial_Least_Squares_Structural_Equation_Modeling_PLS-SEM

Hair, J., William, C., Babin, B., & Anderson, R. (2019). *Multivariate Data Analysis (Eighth Edition)*. Cengage Learning. https://eli.johogo.com/Class/CCU/SEM/_Multivariate%20Data%20Analysis_Hair.pdf

Halim, J. B., & Yusianto, Y. (2023). Pengaruh Kepemimpinan, Kompensasi dan Lingkungan Kerja terhadap Kepuasan Kerja. *Jurnal Managerial Dan Kewirausahaan*, 5(3), 668–676. <https://doi.org/10.24912/jmk.v5i3.25405>

Ifechi, A. N., Okoli, I. E. N., & Nwosu, K. C. (2022). Influence of Professional Career Development and Teamwork on Employee Job Satisfaction: Evidence from Private Universities in Nigeria. *Jurnal La Bisecoman*, 3(3), 80–95. <https://doi.org/10.37899/journallabiseconman.v3i3.649>

Laksitarini, F. (2023). The Influences of Compensation, Workload and Work Satisfaction on Employee Performance. *Dinasti International Journal of Education Management and Social Science*, 4(5), 764–770. <https://doi.org/https://doi.org/10.31933/dijem.ss.v4i5>

Paaits, M., & Pattiruhu, J. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *The Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://scholar.kyobobook.co.kr/file/view?downOrView=pdf&schlrCmdtcode=4010028301735&cartlNum=10591810&cartlName=Effect%20of%20Motivation%3BLeadership%3B%20Organizational%20Culture%20on%20Satisfaction%20and%20Employee%20Performance>

Permana, A., Aima, M. H., Ariyanto, E., Nurmahdi, A., Sutawidjaya, A. H., & Endri, E. (2021). The Effect of Compensation and Career Development on Lecturer Job Satisfaction. *Accounting*, 7(6), 1287–1292. <https://doi.org/10.5267/j.ac.2021.4.011>

Purba, M., & Ruslan, S. (2020). Influence Compensation, Career Development and Job Satisfaction to Turnover Intention. *Dinasti International Journal of Economics, Finance & Accounting*, 1(4), 642–658. <https://dinastipub.org/index.php/DIJEFA/article/download/542/333>

Sellar, T. (2022). Effect of Training and Career Development on Employee Performance: Moderating Effect of Job Satisfaction. *International Journal of Research*, 9(11).

Shamsudin, S., & Velmurugan, V. (2023). A Study on the Drivers of Corporate Culture Impacting Employee Performance in it Industry. *International Journal of Professional Business Review*, 8(2), 1–19. <https://doi.org/10.26668/businessreview/2023.v8i2.1023>

Sugiyono. (2022). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Penerbit Alfabeta. <https://digilib.stekom.ac.id/ebook/view/metod-e-penelitian-kuantitatif-kualitatif-dan-rnd>

Sultana, U., Mok, E., Hossain, J., Sherief, S., Iskandar, M., & Andalib, T. (2021). Exploring Motivation and Commitment on Job Satisfaction and Employee Performance in Work from Home (WFH) Perspective. *Psychology and Education*, 58(3), 2411–2424. <https://objects.scraper.bibcitation.com/user-pdfs/2024-06-06/d6b93677-2d64-4d62-aac3-3445d05f2981.pdf>

Yanuari, Y. (2019). Analisis Pengaruh Motivasi Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan. *BASKARA: Journal of Business and Entrepreneurship*, 2(1), 45–54. <https://download.garuda.kemdikbud.go.id/article.php?article=1600448&val=18030&title=Analisis%20Pengaruh%20Motivasi%20Kerja%20dan%20Lingkungan%20Kerja%20Terhadap%20Kinerja%20Karyawan>