

The Effect of Career Development and Organizational Culture on Employee Performance through Job Satisfaction at Bahasakuingsgris in Pare, Kediri

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Abstract

This study was conducted on employees of Bahasakuingsgris in Pare, Kediri. The aim of this study is to examine the effect of career development and organizational culture on employee performance through job satisfaction. The population of this study consists of all 150 employees of Bahasakuingsgris. The sample was taken using a census method. Data was collected by distributing a questionnaire via Google Forms, which was structured using a Likert scale, and analysed using Structural Equation Modelling (SEM) techniques on SmartPLS 3 software. The results of this study show that career development positively affects employee performance, organizational culture positively affects employee performance, and job satisfaction positively affects employee performance. Job satisfaction mediates the relationship between career development and employee performance, as well as the relationship between organizational culture and employee performance.

Keywords: Career development, organizational culture, job satisfaction, employee performance.

INTRODUCTION

The development of an increasingly complex world increases the pressure to manage change at an accelerated pace (Wibowo, 2016). Globalization makes competition tighter in various fields, so English language skills are important for Indonesians to compete. English language skills can improve the quality of human resources in facing global competition. Bahasakuingsgris is one of the English course institutions located in Pare, Kediri, East Java, which is known as “Kampung Inggris”

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because of the many English course institutions. Bahasakuinggris offers various programs to improve English skills, from basic to advanced classes. It provides intensive classes in various aspects of English, including grammar, speaking, private classes, as well as test preparation such as TOEFL and IELTS.

Employee performance includes factors such as quality, quantity, timeliness, effectiveness, and independence in carrying out tasks (Mangkunegara, 2015). At Bahasakuinggris, the quality of performance is reflected in how well tasks are completed according to standards. Administrative staff are responsible for managing student data and class schedules, while the quality of teachers is determined by teaching skills and understanding of the material. High-performing employees complete tasks with accuracy, thoroughness, and creativity, and are able to produce more output without sacrificing quality. Efficient employees have good time management skills, are able to complete tasks on time, and use resources effectively. Effective teachers ensure students understand the material and can apply it. The independence of teachers and administrative staff is also important, where they are able to work independently and efficiently to support the smooth operation and success of the education program.

Delays in filling out work reports are an obstacle in assessing employee performance. Based on the archives of Bahasakuinggris in (2024) it is known that out of a total of 150 employees, there are delays in filling out student evaluation reports and recommendations at Bahasakuinggris. In May there were 12 employees late filling out the report, in June there were 27 employees late filling out the report, and in July there were 17 employees late filling out the report. The report should have been completed within two weeks of each period, but there were delays that had an impact on employee performance, especially in timeliness and work effectiveness. Performance evaluation can be done by calculating the frequency of delays in completing tasks.

In addition, student complaints are an important tool in measuring employee performance. Based on Bahasakuinggris archive data (2024), it is known that there were 11 student complaints in May 2024, 19 student complaints in June 2024 and 13 student complaints in July 2024. Student complaints in the form of not getting information about class schedules and programs and teachers who are not in accordance with student needs.

Along with the increasing demand for quality teaching at Bahasakuinggris, course institutions must continue to improve service quality. Students have high expectations of the instructor's ability to deliver the material. Therefore, institutions need to ensure that teachers have updated competencies. Career development for teachers is important to



update teaching methods and deepen understanding of English. Career development is the process of self-improvement to achieve career plans that have been prepared by the organization (Sutrisno, 2017).

In fierce business competition and rapid technological development, organizations that invest in employee career development have a competitive advantage. Career development includes education, training, promotion, transfer, and tenure (Hasibuan & Malayu, 2020). Bahasakuinggris provides ongoing training to improve the skills of teachers and administrative staff, including additional courses in teaching methods, use of technology, and language competence. Employees are also given opportunities to continue formal education, such as certifications or degrees. Promotions and transfers are given as motivation, such as the promotion of teachers to higher levels or the transfer of administrative staff to program coordinators. In addition, tenure also plays a role in providing better career development opportunities as the duration of the employee's work at the institution increases.

The purpose of career development is to prepare employees for job challenges and provide opportunities for personal and professional growth. Without adequate career development, employees can feel trapped, leading to boredom, burnout, and lack of job satisfaction (Dessler, 2020). Research by Zahari et al., (2024) shows that career development has a positive effect on employee performance, while Simorangkir et al. (2024) found that career development has a negative and insignificant effect on employee performance.

Employees at Bahasakuinggris are crucial to providing optimal service and performance, as student satisfaction directly impacts the institution's reputation. Human resources play a key role in managing inputs to achieve desired outcomes. Research by Zahari et al. (2024) indicates that career development positively affects job satisfaction, while Saefullah (2021) found no effect on job satisfaction.

Employee performance is influenced by organizational culture, which includes the values, beliefs, and rules of conduct that develop in the organization. This culture forms the identity of the organization and guides members in acting in the work environment. An understanding of organizational culture is important in the face of globalization and evolving business dynamics (Dessler, 2020).

The organizational culture at Bahasakuinggris focuses on creating an effective learning environment, with values such as innovation, risk-taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability (Robbins & Judge, 2019). Employees are encouraged to innovate and try new



approaches, such as the use of technology in learning. A carefully designed curriculum is tailored to the needs of students to achieve optimal results. A focus on results orientation, attention to individuals and teamwork are important to achieve common goals. Aggressiveness supports innovation, while stability creates a conducive learning environment.

Organizational culture influences the dynamics and performance of an organization. However, an ineffective or dysfunctional culture, such as a rigid bureaucratic culture, lack of communication, or a culture that encourages unfair competition, can hinder employee performance and organizational development (Robbins & Judge, 2019). When competition trumps collaboration, team synergy is disrupted, negatively impacting organizational performance. Research by Putra et al. (2024) showed that organizational culture has a positive effect on employee performance, while Panjaitan et al. (2023) found a negative and insignificant effect on employee performance.

A strong and positive organizational culture increases employee commitment and responsibility, which impacts job satisfaction and the achievement of organizational goals. Employees who feel valued and have control over their work tend to improve performance. Alfianto & Nadhor (2024) research shows that organizational culture has a positive effect on job satisfaction, while Yusuf et al. (2021) found a negative and insignificant effect on job satisfaction.

Job satisfaction plays an important role in achieving organizational goals and employee welfare. Handoko (2020) states that job satisfaction reflects how employees feel about their jobs, which is reflected in their positive behaviour. Factors that affect job satisfaction include work, wages, supervisors, and co-worker's (Afandi, 2021). Appropriate work, competitive wages, incentives, supervisory support, and good relationships with co-worker can increase employee satisfaction, which has a positive impact on the performance and success of the institution.

Employees who are satisfied with their jobs tend to be more productive, enthusiastic and engaged in their duties, which improves organizational performance and effectiveness. Conversely, job dissatisfaction can reduce the quality of employee performance and engagement, and negatively impact the team and organization. Research by Pratama & Pasaribu (2020) shows job satisfaction has a positive effect on employee performance, while Hardiyanti et al. (2022) found a negative and insignificant effect on employee performance.

Job satisfaction acts as a mediator between career development and employee performance at Bahasakuinggris. Effective career development, such as training and



promotion, can improve employee performance, with job satisfaction as a link. Research by (Pratama & Pasaribu, 2020) shows that job satisfaction mediates the effect of career development on performance, while Zahari et al. (2024) stated that career development does not significantly affect performance through job satisfaction. In addition, job satisfaction also mediates the relationship between organizational culture and employee performance. Research by Alfianto & Nadhor (2024) shows job satisfaction mediates the relationship, while Bagis et al. (2020) Bagis et al. (2021) did not find the same effect. This phenomenon encourages researchers to further examine the effect of career development and organizational culture on employee performance through job satisfaction at Bahasakuinggris, Pare, Kediri.

LITERATURE REVIEW

Employee Performance

Employee performance refers to the results achieved through certain jobs in a certain period of time, which includes the quality and quantity of that work (Adhari, 2020). (Rizaldi, 2021) states that employee performance is the result obtained from cooperation between individuals and resources in the work environment, based on predetermined quality and standards. Meanwhile, Hindardjo et al. (2022) defines employee performance as the level of efficiency, effectiveness, and innovation in achieving goals set by management and divisions within the organization. Mangkunegara (2015) explains that employee performance indicators include 1) work quality; 2) work quantity; 3) timeliness; 4) effectiveness; 5) independence.

Career development

According to (Siagian, 2020), career development is a personal change that a person makes to achieve career goals. Meanwhile, Simamora (2021) explains that career development is a formal process carried out by the organization to ensure the availability of individuals with appropriate qualifications and experience when needed. Hasibuan (2019) explains the indicators of career development, among others: 1) education; 2) training; 3) transfer; 4) promotion; 5) length of service.

Organizational culture

Organizational culture refers to the behaviour's, norms, values, and beliefs that are accepted and applied by members in completing tasks. Dunggio (2020) states that organizational culture contains values that must be understood and practiced together.

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Setyorini & Santi (2021) added that organizational culture supports the achievement of performance with norms that become the basis for action in the organization. Tutu et al. (2022) consider organizational culture as a habit that encourages improved work quality. Meanwhile, Suaiba et al. (2021) defines organizational culture as a guideline for the behaviour and obligations of members in carrying out their duties. Career development indicators in this study refer to Robbin & Judge (2019) with information on 1) innovation and risk-taking; 2) attention to detail; 3) results orientation; 4) people orientation; 5) team orientation; 6) aggressiveness; 7) stability.

Job satisfaction

Job satisfaction is an employee's view of the extent to which his job meets his needs and things that are considered important (Luthans, 2021). This satisfaction is reflected in a positive emotional attitude towards work and the work environment (Atmaja, 2022). Handoko (2020) defines job satisfaction as employees' opinions about their jobs, which can be seen from good behaviour towards tasks and the work environment. According to Hasibuan (2019), job satisfaction is a positive emotional attitude towards work that can be measured through achievement, discipline, and work morale, although the level of satisfaction of each individual is subjective. Indicators of job satisfaction in this study refer to Afandi (2021) with a list including: 1) work; 2) wages; 3) supervisors; 4) co-worker's.

Research framework



Figure 1. Research framework

Hypothesis

- H1: Career development has a positive effect on employee performance Bahasakuingsgris in Pare, Kediri
- H2: Career development has a positive effect on job satisfaction of employees of Bahasakuingsgris in Pare, Kediri
- H3: Organizational culture has a positive effect on employee performance of Bahasakuingsgris in Pare, Kediri
- H4: Organizational culture has a positive effect on job satisfaction of employees of Bahasakuingsgris in Pare, Kediri
- H5: Job satisfaction has a positive effect on employee performance of Bahasakuingsgris in Pare, Kediri
- H6: Job satisfaction mediates the effect of career development on employee performance at Bahasakuingsgris in Pare, Kediri
- H7: Job satisfaction mediates the effect of organizational culture on employee performance at Bahasakuingsgris in Pare, Kediri

METHODOLOGY

This study uses a descriptive quantitative approach, which aims to describe phenomena using numbers, and test hypotheses about the effect of career development and organizational culture on employee performance, with job satisfaction as a mediating variable. This research was conducted on Bahasakuingsgris employees in Pare, Kediri, which has a population of 150 people. Sampling used the census method, in which all members of the population were involved. The data used in this study consisted of primary data obtained through an online questionnaire with a Likert scale, which was sent to 150 employees of Bahasakuingsgris, as well as secondary data related to employee information at the institution.

Data analysis was conducted through two main approaches, namely descriptive analysis and quantitative analysis. Descriptive analysis aims to describe the characteristics of respondents and their perceptions of the research variables. Meanwhile, quantitative analysis uses Structural Equation Modelling (SEM) with SmartPLS software to test the relationship between variables in the research model. This research also involves evaluating the measurement model (outer model), which includes testing convergent validity, discriminant validity, composite reliability, and Cronbach's alpha to assess the validity and reliability of the indicators used. The structural model



(inner model) is used to test the relationship between latent variables and to assess the fit of the model by measuring R-squared.

For hypothesis testing, this study uses the bootstrapping method to test the significance of the relationship between variables, with a T-Value >1.96 and P-Value <0.05 indicating significance. In addition, path analysis was used to test the direct and indirect relationships between variables, including intervening or moderating variables. Thus, this study aims to provide a deeper understanding of the influence of career development, organizational culture, and job satisfaction on employee performance at Bahasakuinggris.

RESEARCH RESULTS

Descriptive research results

Descriptive research results are divided into two, namely the characteristics of respondents and the variables studied. Respondent characteristics are based on gender, age, length of service and level of education. Based on gender, it is dominated by women with 118 respondents (78.7%). For age characteristics, 82 respondents (54.7%) were dominated by those aged 26-30 years. For tenure, respondents with a tenure of more than 3.1 to 4 years were dominated by 77 respondents (51.3%). Meanwhile, based on the career level, the results show that the most respondents have S1 education with a total of 98 respondents.

For descriptive variables studied, it is based on the variables studied, namely career development, organizational culture, job satisfaction and employee performance. The results obtained are as follows:

Table 1. of the variables studied

Variables	Mean	Category
Career development (X ₁)	4,14	High
Organizational culture (X ₂)	4,35	Very high
Job satisfaction (Z)	4,39	Very high
Employee performance (Y)	4,38	Very high

Source: Data processed (2024)

Based on table 1, it is known that career development is categorized as high and organizational culture, job satisfaction and employee performance are categorized as



very high. This means that the respondents gave a high assessment of the questionnaire distributed by the researcher.

Data analysis - Outer model

Data analysis in initial research using the outer model. The outer model focuses on testing the validity and reliability of each indicator on its latent variable. The validity test uses the Average Variance Extracted (AVE). While the reliability test uses composite reliability and Cronbach's alpha.

The validity test uses the average variance extracted (AVE). The data is said to be valid if the AVE value can meet the criteria if it is > 0.5 (Ghozali, 2021). The following is the AVE value in this study:

Table 2. Nilai Average Variance Extracted (AVE)

Variable	Criteria	Value AVE
Career development (X_1)	> 0.5	0.566
Organizational culture (X_2)	> 0.5	0.569
Job satisfaction (Z)	> 0.5	0.588
Employee performance (Y)	> 0.5	0.584

Source: Data processed (2024)

Based on table 2, the results show that the variables studied are worth more than 0.5, which means that the variables studied have sufficient validity and can be used in further research.

The reliability test in this study used composite reliability and Cronbach's alpha. Variables are said to be reliable if the composite reliability and Cronbach's alpha values are greater than 0.7 (Ghozali, 2021). The results are as follows:

Table 3. composite reliability dan Cronbach's alpha

Variable	Criteria	composite reliability	Cronbach's alpha
Career development (X_1)	> 0.7	0.929	0.916
Organizational culture (X_2)	> 0.7	0.949	0.942
Job satisfaction (Z)	> 0.7	0.919	0.900
Employee performance (Y)	> 0.7	0.934	0.921

Source: Data processed (2024)



Based on table 3, the results show that the composite reliability and Cronbach's alpha values are greater than 0.7 so that it can be interpreted that the variables in this study can be said to be reliable.

Data analysis - Inner model

Inner model testing is carried out to analyse the relationship between existing constructs and to see the significance value and R-square. R-square is used to measure how much influence the independent variable has on the dependent variable. Meanwhile, Q-square is used to assess the relevance of predictions in the research model. The results for R-Square and Q Square are as follows:

Table 4. R Square value

Variable	R-Square	R-Square Adjusted
Job satisfaction (Z)	0.245	0.235
Employee performance (Y)	0.377	0.365

Source: Data processed (2024)

Based on the test results above, the job satisfaction variable provides an R-Square value of 0.245 or above the value of 0.19 (> 0.19). So that the modelling meets the moderate criteria. The employee performance variable shows a value of 0.377 so that the modelling also meets the moderate criteria.

The goodness-of-fit model in PLS analysis can be evaluated by looking at the percentage of variance explained, namely by looking at the *R*-square value for endogenous latent variables. In addition, the predictive relevance (*Q*) measure is used to measure how well the observed values are produced by the model and its parameter estimates. If the *Q* value is greater than zero (0), then the model has predictive relevance, while if the *Q* value is less than zero (0), then the model has no predictive relevance.

$$Q \text{ Square} = 1 - [(1-R^2)(1-R^2)] = 1 - [(1-0,245)(1-0,377)] = 1 - 0,47 = 0,53$$

Based on the results of the above calculations, it can be seen that the overall model has a contribution of 53%. The model has predictive relevance. Based on these results, the model in this study can be stated to have good goodness-of-fit, which shows that the



exogenous latent variables are suitable (good) as explanatory variables that are able to predict the endogenous variables.

The significance value in this study is used to test the hypothesis that the researcher has determined from the beginning. The rules of thumb used in this study are t-statistics > 1.96 with a significance level of p-value 0.05 (5%) and a positive beta coefficient. In the significance value, researchers divide into two types, namely direct effect and indirect effect. The results obtained are as follows:

Table 5. significance and hypothesis testing

Variable	Origin (O)	Mean (M)	STDEV	T statistic	P-value	Result
Direct Effect						
$X_1 \Rightarrow Y$	0.198	0.235	0.079	2.496	0.013	Accepted
$X_1 \Rightarrow Z$	0.326	0.365	0.091	3.598	0.000	Accepted
$X_2 \Rightarrow Y$	0.277	0.275	0.118	2.348	0.019	Accepted
$X_2 \Rightarrow Z$	0.275	0.286	0.096	2.871	0.004	Accepted
$Z \Rightarrow Y$	0.318	0.316	0.086	3.685	0.000	Accepted
Indirect effect						
$X_1 \Rightarrow Z \Rightarrow Y$	0.104	0.104	0.045	2.330	0.020	Accepted
$X_2 \Rightarrow Z \Rightarrow Y$	0.088	0.090	0.040	2.174	0.030	Accepted

Source: Data processed (2024)

The results of this research hypothesis test show that career development has a positive effect on employee performance and job satisfaction at Bahasakinggris, Pare, Kediri (H1 and H2 accepted). Organizational culture also has a positive effect on employee performance and job satisfaction (H3 and H4 accepted). Job satisfaction is proven to have a positive effect on employee performance (H5 accepted). In addition, job satisfaction mediates the effect of career development and organizational culture on employee performance (H6 and H7 accepted).

DISCUSSION

The results of testing the first hypothesis show that career development has a positive and significant effect on employee performance at Bahasakinggris, Pare, Kediri.



Career development, such as training, education, promotion, and transfer, helps improve employee performance. This finding is in line with the research of Zahari et al. (2024) which states that career development has a positive effect on employee performance, ensuring that employees have the appropriate qualifications and experience to improve performance.

The results of testing the second hypothesis show that career development has a positive and significant effect on employee job satisfaction at Bahasakinggris, Pare, Kediri. Opportunities to develop through training, education, promotion, and transfer make employees feel more satisfied with their jobs. This finding is in line with the research of Zahari et al. (2024) and Pratama & Pasaribu (2020), which state that career development increases employee job satisfaction.

The results of testing the third hypothesis show that organizational culture has a positive effect on employee performance at Bahasakinggris, Pare, Kediri. As a language education institution, the organizational culture at Bahasakinggris emphasizes continuous learning, innovation in teaching, and the use of the latest technology. A culture that encourages teamwork also improves employee performance. This finding is supported by research by Putra et al. (2024) and Alfianto & Nadhor (2024), which show that a good organizational culture can improve employee performance, as explained by Bagis et al. (2020).

The results of testing the fourth hypothesis show that organizational culture has a positive and significant effect on employee job satisfaction at Bahasakinggris. A culture that encourages risk-taking motivates employees to develop new ideas and face challenges, which contributes to increased job satisfaction. This finding is supported by research by Putra et al. (2024) and Alfianto & Nadhor (2024), as well as Panjaitan et al. (2023), which state that a good organizational culture can improve employee behaviour and increase job satisfaction.

The results of testing the fifth hypothesis show that job satisfaction has a positive and significant effect on employee performance. Factors such as job suitability with experience, wages, relationships with supervisors, and co-worker's play an important role in increasing job satisfaction, which in turn improves employee performance. This finding is supported by research by Panjaitan et al. (2023); Putra et al. (2024) and Zahari et al. (2024), which stated that job satisfaction encourages employees to contribute more and show better work quality.

The results of testing the sixth hypothesis show that job satisfaction mediates the effect of career development on employee performance. Career development facilities



such as promotions, training, transfers, and continuing education opportunities increase employee job satisfaction, which in turn improves their performance. This research is supported by Pratama & Pasaribu (2020) who state that job satisfaction acts as a mediator in the relationship between career development and employee performance.

The results of testing the seventh hypothesis show that job satisfaction mediates the effect of organizational culture on employee performance at Bahasakinggris, Pare, Kediri. An organizational culture that supports values such as innovation, risk-taking, and team orientation increases employee job satisfaction, which in turn encourages them to perform better. This research is supported by Alfianto & Nadhor (2024) and Putra et al. (2024) who stated that an organizational culture that is aligned with employees' values and expectations can improve their performance.

CONCLUSIONS AND SUGGESTIONS

Based on the results of data analysis and discussion that has been done, it can be concluded that career development has a positive and significant effect on employee performance and job satisfaction at Bahasakinggris, Pare, Kediri. In addition, organizational culture is also proven to have a positive effect on employee performance and job satisfaction. Job satisfaction itself plays an important role as a mediator that strengthens the relationship between career development and organizational culture to employee performance.

As a suggestion, to further support career development, Bahasakinggris is advised to increase the sense of justice in providing career development opportunities, especially those that are proportional to the employee's tenure, so as to improve their satisfaction and performance. For future researchers, it is recommended to expand the variables not examined in this study, so that future research can provide more comprehensive and useful results.

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