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The Effect Of Work Culture, Rewards, Technological Adaptation, And Career Development On Employee Performance Through Job Satisfaction As A Mediating Variable At The Secretariat General Of The Ministry Of Marine Affairs And Fisheries

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Abstract

This study investigates the impact of work culture, rewards, technological adaptation, and career development on employe performance, with job satisfaction as a mediating variable. The research focuses on employes at the Secretariat General of the Ministry of Marine Affairs and Fisheries. Employe performance in public sector organizations is a strategic concern because it directly affects bureaucratic effectiveness, the quality of public services, and the accomplishment of national development goals. Questionnaires are the main tool used in this quantitative study. Purposive sampling was used to pick a sample of 150 respondents from the population, which is made up of workers at the Secretariat General, Ministry of Marine Affairs and Fisheries. SmartPLS was used for data analysis to look at mediation effects, measurement models, and structural models. Work culture and career development have no discernible impact on employe performance, but technology adaptation has a positive effect, while rewards have a negative effect, according to the research findings based on the analysis of the gathered data. Technology adaption has a favorable impact on job satisfaction, career advancement has a negative impact, and work culture and rewards have no discernible effect. Additionally, it has been demonstrated that the relationship between these organizational characteristics and employe performance is considerably mediated by job satisfaction. These results highlight the importance of

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enhancing digital adaption and putting in place a fair reward structure in order to improve employe performance.

Keywords: Work Culture, Rewards, Technological Adaptation, Career Development, Job Satisfaction, Employee Performance.

INTRODUCTION

The effectiveness of bureaucracy and the caliber of public services are closely linked to employe performance in the public sector, making it a crucial problem. The ASN Professionalism Index climbed from 82.46 in 2022 to 88.37 in 2025 at the Secretariat General of the Ministry of Marine Affairs and Fisheries (KKP), while the SAKIP score increased from 82.48 in 2022 to 89.6 in 2025. Although these figures show improvement, variations in performance across different work units highlight the need to strengthen internal organizational factors such as work culture, reward systems, technological adaptation, and career development, with job satisfaction serving as an important mediating variable.

Previous studies have emphasized that work culture, reward systems, technological readiness, and career development significantly influence employee performance, but most of these studies examined the variables only partially. Thus, using work satisfaction as a mediator, this study aims to incorporate all four factors, particularly in the Secretariat General of the Ministry of Marine Affairs and Fisheries.

Research Objectives

1. To analyze the influence of work culture, rewards, technological adaptation, and career development on employee performance.
2. To examine the role of job satisfaction as a mediating variable.
3. To provide policy recommendations for human resource management at the Secretariat General of the Ministry of Marine Affairs and Fisheries.

RESEARCH METHOD

This thesis's research methodology was methodically created with a quantitative approach. In order to evaluate both direct and indirect correlations across variables, including the mediating function of work satisfaction, the study used a structural equation modeling (SEM) with partial least squares (PLS) approach. 150 workers from the Ministry of Marine Affairs and Fisheries' Secretariat General made up the research

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population. Employe impressions of work culture, rewards, technology adaptability, career advancement, job happiness, and performance were measured using questionnaires with a Likert scale. The theoretical framework was further reinforced by the use of internal documents, including personnel statistics and performance reports, as well as literature evaluations.

There were multiple phases to the data analyzing process. Initially, the characteristics of the respondents were described using descriptive analysis. Second, evaluations of concept reliability, discriminant validity, and convergent validity were included of the outer model testing. Third, the coefficient of determination (R2) and other correlations between the variables were investigated using the inner model testing. Lastly, using SmartPLS software, hypothesis testing was done for both direct and indirect (mediating) effects.

The study was able to thoroughly address the research issues, investigate how organizational characteristics affect employe performance, and assess the mediation function of job satisfaction thanks to this technique.

RESULT AND DISCUSSION

Result

Two primary criteria were used to evaluate convergent validity: each indicator's outer loading values had to be larger than 0.70, and the Average Variance Extracted (AVE) had to be greater than 0.50 (Hair et al., 2022). AVE shows the percentage of variance explained by the latent construct across its indicators, whereas outer loading shows the strength of the association between an indicator and the construct it measures.

The outer model was evaluated iteratively by removing indicators with outer loading values below the threshold based on the data analysis using SmartPLS. To guaranty model consistency, the PLS method was restarted following each removal, which was done step-by-step, beginning with the lowest loading value. With the exception of R2 (0.652), which was marginally below the threshold, all indicators that remained following the iterative elimination procedure had outer loading values above 0.70. Indicators with loading values between 0.60 and 0.70, however, may still be kept if the construct's AVE and Composite Reliability satisfy the necessary requirements, according to Hair et al. (2022). Because the Reward variable's AVE of 0.548 and Composite Reliability of 0.783 both above the minimum standards, the R2 indication was

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kept in place. As a result, all of the indicators included in this investigation were deemed to have convergent validity.

Based on the SEM-PLS estimate results, a route map was created to show the structural links between the latent variables and their indicators. A better comprehension of the interconnections between the developed inner model and the outer model is made possible by this diagram, which displays the direction and strength of the relationships among the variables in the research model.

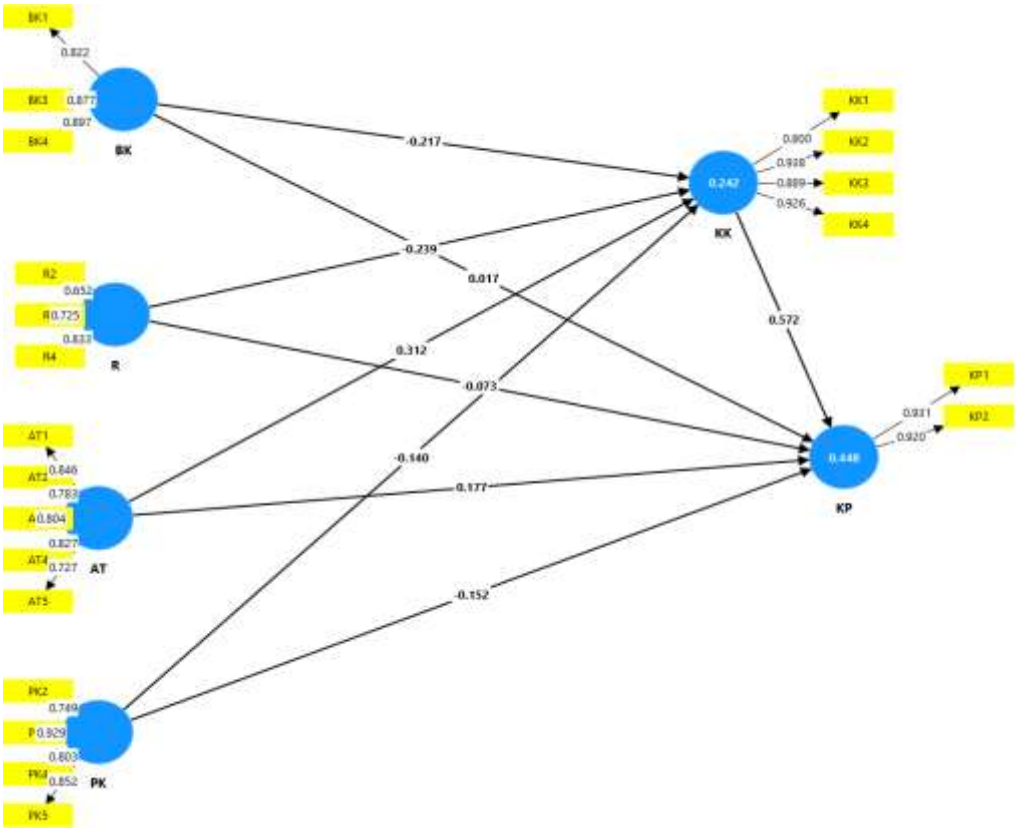


Figure 1 Path Diagram

Cronbach's Alpha (CA), Composite dependability rho_a, and Composite Reliability rho_c were used to assess construct dependability. Hair et al. (2022) state that an AVE value more than 0.50 signifies that sufficient convergent validity has been attained, whereas acceptable values for CA and rho_c are over 0.70. Table 1 below displays the findings of the construct validity and reliability tests:

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Table 1 Construct Reliability and Validity

Variabel	Cronbach's Alpha	rho_a	rho_c	AVE	Description
Technological Adaption (AT)	0,865	0,918	0,898	0,638	Reliabel & Valid
Work Culture (BK)	0,833	0,846	0,900	0,750	Reliabel & Valid
Employee Performance (KK)	0,913	0,943	0,938	0,792	Reliabel & Valid
Job Satisfaction (KP)	0,832	0,835	0,923	0,856	Reliabel & Valid
Career Development (PK)	0,860	0,939	0,902	0,699	Reliabel & Valid
Rewards (R)	0,610	0,661	0,783	0,548	Reliabel & Valid*

Source: SmartPLS output, processed (2026)

Table 1 shows that the variables Technological Adaptation, Work Culture, Employe Performance, Job Satisfaction, and Career Development all have Cronbach's Alpha values above 0.70, suggesting a high degree of internal consistency. The Reward variable's rho_a of 0.661 and Cronbach's Alpha of 0.610 were both below the 0.70 cutoff. However, Hair et al. (2022) stressed that Composite Reliability (rho_c), not Cronbach's Alpha, is the primary measure of reliability in the context of PLS-SEM because CA is conservative and typically yields lower values, especially for constructs with fewer indicators. The Reward variable's Composite Reliability (rho_c) value was 0.783, which was higher than the 0.70 threshold, and its AVE value of 0.548 also satisfied the necessary criterion. As a result, every construct in this investigation was deemed trustworthy and showed sufficient convergent validity.

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To ascertain how different a construct is from other constructs, discriminant validity was examined. The Fornell-Larcker Criterion, which compares the square root of AVE (√AVE) for each construct with the correlations between that construct and others, was used to conduct the test. When a construct's √AVE value exceeds all of its correlations with other constructs, discriminant validity is attained (Fornell & Larcker, 1981). Table 2 displays the Fornell-Larcker Criterion test results.

Table 2 Fornell-Larcker Criterion

	AT	BK	KK	KP	PK	R
AT	0,799					
BK	0,081	0,866				
KK	0,128	-0,424	0,890			
KP	0,153	-0,345	0,649	0,925		
PK	0,439	0,575	-0,252	-0,247	0,836	
R	0,439	0,635	-0,312	-0,242	0,520	0,740

Source: SmartPLS output, processed (2026)

According to Table 2, the square roots of the AVE for each construct are represented by the numbers on the matrix's diagonal. Technological Adaptation (0.799), Work Culture (0.866), Job Satisfaction (0.890), Employe Performance (0.925), Career Development (0.836), and Reward (0.740) all had diagonal values that were higher than the equivalent correlation values in the relevant rows and columns. This suggests that each construct measures its own indications more accurately than those of other constructions. As a result, all of the study's constructs satisfy the Fornell-Larcker Criterion for discriminant validity.

The degree to which the independent variables together account for the variance in the dependent variable was assessed using the coefficient of determination (R2). R^2 values are divided into three groups by Hair et al. (2022): 0.75 or greater is considered substantial (strong), 0.50 is considered moderate, and 0.25 is considered weak. Table 3 displays the R2 computations' outcomes.

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Table 3 R-Square Values

Variabel Endogen	R-Square	R-Square Adjusted	Category
Job Satisfaction (KP)	0,448	0,445	Moderate
Employee Performance (KK)	0,242	0,238	Weak

Source: SmartPLS output, processed (2026)

Table 3 shows that the Job Satisfaction variable had an adjusted R^2 of 0.445 and a R^2 value of 0.448. This indicates that at the Secretariat General of the Ministry of Marine Affairs and Fisheries, Work Culture, Reward, Technological Adaptation, and Career Development together accounted for 44.8% of the variation in employe job satisfaction, with other factors not included in the model accounting for the remaining 55.2%. According to Hair et al. (2022), this value is classified as moderate.

In contrast, the Employe Performance variable had an adjusted R^2 of 0.238 and a R^2 value of 0.242. This shows that 24.2 percent of the variation in employe performance was explained by all predictor variables, including Job Satisfaction as a mediator; the remaining 75.8 percent was influenced by characteristics not included in the model. Given that employe performance is a construct influenced by numerous complex aspects that cannot all be represented within a single study model, this value falls into the weak category but is nonetheless accepted in organizational behavior research (Cohen, 1988; Hair et al., 2022).

Each independent variable's direct, non-mediated impact on the dependent variable and the mediating variable's impact on the primary dependent variable were investigated thru the testing of direct effects. Table 4 displays the direct effect test findings.

Table 4 Results of Hypothesis Testing — Direct Effects

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Hipo	Path	Coef. (β)	T-Statistic	P-Value	Decision
H1	Work Culture (BK) → Employee Performance (KK)	-0,217	1,628	0,104	Rejected
H2	Rewards (R) → Employee Performance (KK)	-0,239	1,974	0,048	Accepted*
H3	Technological Adaption (AT) → Employee Performance (KK)	0,312	2,849	0,004	Accepted
H4	Career Development (PK) → Employee Performance (KK)	-0,140	1,211	0,226	Rejected
H5	Work Culture (BK) → Job Satisfaction (KP)	0,017	0,182	0,856	Rejected
H6	Rewards (R) → Job Satisfaction (KP)	-0,073	0,928	0,354	Rejected
H7	Technological Adaption (AT) → Job Satisfaction (KP)	0,177	1,973	0,049	Accepted
H8	Career Development (PK) → Job Satisfaction (KP)	-0,152	2,097	0,036	Accepted *
H9	Job Satisfaction (KP) → Employee Performance (KK)	0,572	7,998	0,000	Accepted

Source: SmartPLS output, processed (2026)

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Hypothesis 1 (H1): Work Culture influences Employee Performance.

The path coefficient for the impact of work culture on employe performance was -0.217, with a T-statistic of 1.628 and a P-value of 0.104. An insignificant effect is shown by a T-statistic < 1.96 and a P-value > 0.05. H1 is therefore rejected. This result is in line with Moh's earlier research. Munawir Nasir, Rezky Ratnasari Taufan, M. Fadhil, Muh, Solkan & Suhana (2025). Workplace culture has no discernible impact on employe performance, according to Haerdiansyah Syahnur (2021), Sari & Nugroho (2021), Kristiyanti & Wahyudi (2025), and Nasution & Harahap (2020). The findings imply that the Secretariat General of the Ministry of Marine Affairs and Fisheries does not currently have a strong enough work culture to directly increase employe performance. Strengthening the internalization of organizational cultural values is necessary to create a tangible impact on performance outcomes. This situation can be explained by several aspects: employees may understand the concept of work culture normatively but have not adopted it as a daily behavioral guideline. Consequently, work culture is perceived more as a slogan or formal regulation rather than a living value in workplace activities. A normative work culture cannot compete with more concrete structural factors in determining performance achievements. Work culture requires leadership role models and consistent application across all organizational levels. When this is not fully implemented, employees tend to view work culture as a formality rather than a determinant of success. Ideally, work culture should serve as an intrinsic source of motivation that drives employees to work with integrity, discipline, and collaboration. However, the findings show that such motivation has not yet been strongly established, and performance is more influenced by external incentives or target pressures.

Hypothesis 2 (H2): Reward influences Employee Performance.

A path coefficient of -0.239, a T-statistic of 1.974, and a P-value of 0.048 were obtained for the relationship between reward and employe performance. H2 is approved since a substantial effect is indicated by a T-statistic > 1.96 and a P-value < 0.05. However, the direction of the effect is negative. This finding can be interpreted through **Equity Theory (Adams, 1963)**, which suggests that a reward system perceived as unfair or disproportionate to the workload may reduce employee motivation and performance. This situation may occur when high-performing employees feel inadequately rewarded, leading to demotivation. Several factors explain this condition: high-performing employees may feel their rewards are not proportional compared to colleagues with lower contributions; if rewards are limited to financial incentives without

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non-financial recognition (such as public appreciation, career development opportunities, or training), employees may feel undervalued; unclear criteria and procedures for reward distribution may create negative perceptions, suggesting subjectivity or inconsistency; employees facing heavy workloads but receiving the same rewards as those with lighter workloads may perceive the system as unfair, reducing motivation; and employees who feel underappreciated relative to their contributions may experience demotivation, even lowering work quality as a response to perceived injustice. This leads to frustration and decreased morale.

These findings are consistent with previous studies: Devi, S.P. (2024) found that inappropriate rewards reduce performance because employees feel unfairly treated; Nasution & Harahap (2020) found that rewards negatively affect performance when distribution is unequal; Munawir Nasir et al. (2021) found that rewards negatively affect performance for some employees due to perceived lack of transparency; Sari & Nugroho (2021) found that rewards negatively affect performance when limited to financial incentives without non-financial recognition; and Amalya, S.R., Basalamah, M.S.A., Kamidin, M., Murfat, M.Z., & Taufan, R.R. (2021) found that rewards negatively affect performance when inconsistent with workload.

Hypothesis 3 (H3): Technological Adaptation influences Employee Performance.

A path coefficient of 0.312, a T-statistic of 2.849, and a P-value of 0.004 were obtained for the impact of technological adaptation on employe performance. A substantial and favorable effect is shown by a T-statistic > 1.96 and a P-value < 0.05. Thus, H3 is accepted. Technological Adaptation is the second strongest direct predictor of Employee Performance after Job Satisfaction. This finding shows that employees' ability to effectively utilize technology—including information systems and digital government applications—directly enhances efficiency and effectiveness in task execution, reduces duplication, and minimizes manual errors. Technology supports more accurate recording, reporting, and monitoring, thereby improving output quality and maintaining organizational accountability. Digital platforms facilitate real-time cross-unit communication, accelerate decision-making, and strengthen teamwork. Employees accustomed to using technology are better prepared to face policy dynamics, regulatory changes, and public demands requiring rapid responses. Technological adaptation fosters an innovative, data-driven, and results-oriented work culture, aligning with the demands of digital bureaucracy. These results are in line with earlier research by Yoma et al. (2025), ScienceDirect (2025), Devi (2024), Amalya et al. (2021), and Anggraini

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(2022), which discovered that employe performance is greatly impacted by technological adaption.

Hypothesis 4 (H4): Career Development influences Employee Performance.

The path coefficient for the relationship between career development and employe performance was -0.140, with a T-statistic of 1.211 and a P-value of 0.226. An insignificant effect is shown by a T-statistic < 1.96 and a P-value > 0.05. H4 is therefore rejected. According to earlier research by Kristiyanti & Wahyudi (2025), Nasution & Harahap (2020), Munawir Nasir et al. (2021), Sari & Nugroho (2021), and Amalya, Basalamah, Kamidin, Murfat, & Taufan (2021), career development has no discernible impact on worker performance. The findings imply that current career development initiatives have not directly enhanced worker performance. This could be due to the fact that career development has an indirect effect on performance that takes time to manifest in job outputs. Career development often remains administrative or formal in nature, not fully integrated with the actual needs of employees and the organization. As a result, employees do not perceive immediate benefits that could motivate performance improvement. When career development is not clearly linked to performance indicators, employees tend to view it as an additional activity rather than a factor influencing work target achievement.

Hypothesis 5 (H5): Work Culture influences Job Satisfaction.

Workplace culture's impact on job satisfaction yielded a path coefficient of 0.017, a T-statistic of 0.182, and a P-value of 0.856. The effect is considered statistically insignificant if the T-statistic is less than 1.96 and the P-value is greater than 0.05. H5 is therefore rejected. This result is in line with earlier research by Solkan & Suhana (2025), Munawir Nasir, Rezky Ratnasari Taufan, M. Fadhil, and Muh. Workplace culture has no discernible impact on job satisfaction, according to Haerdiansyah Syahnur (2021), Kristiyanti & Wahyudi (2025), Nasution & Harahap (2020), and Sari & Nugroho (2021). The findings imply that employe job satisfaction at the Secretariat General of the Ministry of Marine Affairs and Fisheries (KKP) has not been directly and significantly influenced by the current work culture. This may be due to a gap between the organizationally formulated work culture values and the internalization of those values by employees in their daily tasks.

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Hypothesis 6 (H6): Reward influences Job Satisfaction.

Reward's impact on job satisfaction yielded a path coefficient of -0.073, a T-statistic of 0.928, and a P-value of 0.354. The effect is considered statistically insignificant if the T-statistic is less than 1.96 and the P-value is greater than 0.05. Thus, H6 is rejected. The results suggest that the reward system implemented has not been able to directly drive employee job satisfaction at the Secretariat General of KKP. This condition may be linked to employees' perceptions of distributive justice in rewards, which have not yet been optimized. In line with **Equity Theory (Adams, 1963)**, a mismatch between contributions and rewards received can neutralize the positive impact of rewards on satisfaction. These results are in line with earlier research showing that awards have no effect on job satisfaction (Solkan & Suhana, 2025; Munawir Nasir et al., 2021; Kristiyanti & Wahyudi, 2025; Nasution & Harahap, 2020; Sari & Nugroho, 2021).

Hypothesis 7 (H7): Technological Adaptation influences Job Satisfaction.

The impact of technological adaptation on job satisfaction yielded a path coefficient of 0.177 with a T-statistic of 1.973 and a P-value of 0.049, according to the bootstrapping results in Table 4.9. The effect is considered statistically significant if the T-statistic is greater than 1.96 and the P-value is less than 0.05. H7 is therefore approved. This finding suggests that workers' job happiness increases with their capacity to adjust to workplace technology. This result is in line with the Technology Acceptance Model (Davis, 1989), which holds that user attitudes and satisfaction are positively impacted by perceived technology utility and ease of use. Additionally, it supports earlier research by Anggraini (2022), Amalya, S.R., Basalamah, M.S.A., Kamidin, M., Murfat, M.Z., Taufan, R.R. (2021), Devi, S.P. (2024), Yoma, F.O., Ranuharja, F., Fauzihardani, E., Rino (2025), and the Journal of Business Research (ScienceDirect).

Hypothesis 8 (H8): Career Development influences Job Satisfaction.

The path coefficient for the relationship between career development and job satisfaction was -0.152, with a T-statistic of 2.097 and a P-value of 0.036. A statistically significant effect is shown by a T-statistic > 1.96 and a P-value < 0.05. H8 is therefore approved. It is crucial to remember that the influence is in a negative direction. The Conservation of Resources Theory (Hobfoll, 1989), which contends that demands from career development programs such as increased workload, job rotation, and higher competency expectations may put additional strain on some employes, lowering their

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job satisfaction in the short term, can be used to explain this finding. Several aspects explain this condition: career development programs often require employees to take on greater responsibilities, which may cause stress and lower satisfaction; job transfers without adequate training or mentoring can create discomfort and reduce satisfaction; when programs are perceived as benefiting only certain employees, perceptions of unfairness arise, negatively impacting satisfaction; employees facing higher demands without sufficient financial or non-financial compensation tend to feel dissatisfied; and unclear criteria or mechanisms for promotion or rotation may generate negative perceptions, reducing organizational satisfaction.

These results are in line with earlier research: Yoma, F.O., Ranuharja, F., Fauzihardani, E., Rino (2025) found that digital-based career development lowers job satisfaction when employes are unprepared for new systems; Devi, S.P. (2024) found that uneven career development programs reduce job satisfaction; Nasution & Harahap (2020) found that career development negatively affects job satisfaction; Amalya, S.R., Basalamah, M.S.A., Kamidin, M., Murfat, M.Z., & Taufan, R.R. (2021) found that career development programs lower job satisfaction among certain employes due to perceptions of non-transparency; Sari & Nugroho (2021) found that career development negatively affects job satisfaction when accompanied by adequate compensation.

Hypothesis 9 (H9): Job Satisfaction influences Employee Performance.

A path coefficient of 0.572, a T-statistic of 7.998, and a P-value of 0.000 were obtained for the relationship between job satisfaction and employe performance. H9 is allowed since this value is the biggest and most important of all the pathways in the model. At the Secretariat General of the Ministry of Marine Affairs and Fisheries (KKP), the results validate the crucial significance of job satisfaction as the principal predictor of employe performance. This outcome is in line with the Job Satisfaction Theory (Locke, 1976), which claims that job satisfaction is the most reliable indicator of performance since contented workers are more driven, dedicated, and effective at their jobs. Additionally, it is consistent with other research by Ali (2019), Sari & Nugroho (2021), Nasution & Harahap (2020), Munawir Nasir et al. (2021), and Kristiyanti & Wahyudi (2025), which discovered that job satisfaction affects worker performance.

The function of Employe Performance (KK) as a mediator in the link between independent factors and Job Satisfaction (KP) was investigated using Indirect Effect Testing. The primary dependent variable in this study model is job satisfaction, which is indirectly impacted by employe performance. The significance of both direct and indirect

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effects was used to identify the type of mediation: partial mediation happens if both are significant; complete mediation occurs if only the indirect effect is significant; and no mediation occurs if the indirect effect is not significant. Table 5 displays the findings of the indirect effect test.

Table 5 Results of Hypothesis Testing — Indirect Effects (Mediation)

Hipo	Mediation Path	Ind. Effect	T-Statistik	P-Value	Type of Mediation	Decision
H10	BK → KK → KP	-0,124	1,621	0,105	No Mediation	Rejected
H11	R → KK → KP	-0,137	1,967	0,049	Full Mediation	Accepted
H12	AT → KK → KP	0,178	2,805	0,005	Partial Mediation	Accepted
H13	PK → KK → KP	-0,080	1,223	0,221	No Mediation	Rejected

Source: SmartPLS output, processed (2026)

Hypothesis 10 (H10): Job Satisfaction mediates the effect of Work Culture on Employee Performance.

With a T-statistic of 1.621 and a P-value of 0.105, the indirect effect of the path WC → JS → EP yielded a coefficient of -0.124. The indirect impact is not significant if the T-statistic is less than 1.96 and the P-value is greater than 0.05. H10 is therefore rejected. The impact of work culture on employe performance has not been shown to be mediated by job satisfaction. This result is in line with earlier research by Nurhaliza & Shilpa (2025), Dhitania Ayu Kurnianingtyas Yudha & Rini Handayani (2023), Armah Yanti Puspita (2025), Yossy Alvani (2024), and Prima Andika Verdya Utama, Sastra Mico, Ahmad Feriyansyah (2025), which discovered that the impact of work culture on employe performance is not mediated by job satisfaction. The findings imply that other elements—such as work environment, work discipline, training and career development,

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physical surroundings and compensation, as well as work motivation and reward systems—have a greater impact on performance.

Hypothesis 11 (H11): Job Satisfaction mediates the effect of Reward on Employee Performance.

With a T-statistic of 1.967 and a P-value of 0.049, the indirect effect of the path R → JS → EP yielded a coefficient of -0.137. The direct effect of R → JS is not significant (β = -0.073; p = 0.354), however the indirect effect is substantial (p < 0.05). H11 is therefore approved with full mediation. This indicates that job satisfaction acts as a mediator in the indirect relationship between reward and employe performance. To put it another way, employes are happy not just because of the reward but also because it motivates them to perform better, which in turn promotes job satisfaction.

This result is in line with earlier research by Lestari & Pratama (2021), Hidayat & Ramadhan (2022), Putri, Ayu & Santoso (2023), Rahmawati & Yusuf (2020), and Sari, Dwi & Nugroho (2024).

Hypothesis 12 (H12): Job Satisfaction mediates the effect of Technological Adaptation on Employee Performance.

With a T-statistic of 2.805 and a P-value of 0.005, the indirect effect of the path TA → JS → EP yielded a coefficient of 0.178. Both the direct effect TA → EP (β = 0.177; p = 0.049) and the indirect impact (p < 0.05) are significant. As a result, H12 is approved with partial mediation. This indicates that higher job satisfaction acts as a mediator between the direct and indirect effects of technological adaptation on employe performance. The results show that adopting new technology not only immediately increases productivity but also makes the workplace more welcoming, encouraging, and fulfilling for workers. Employes are more driven, more dedicated, and ultimately perform better when they are happy with technology-based work methods. Put differently, job satisfaction serves as a psychological mechanism that enhances the beneficial effects of technology on worker productivity. This result is in line with earlier research by Putri & Santoso (2024), Sari & Nugroho (2025), Hidayat & Ramadhan (2023), Pratama & Lestari (2022), and Sutrisno & Handayani (2021).

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Hypothesis 13 (H13): Job Satisfaction mediates the effect of Career Development on Employee Performance.

With a T-statistic of 1.223 and a P-value of 0.221, the indirect effect of the path CD → JS → EP yielded a coefficient of -0.080. The indirect impact is not significant if the T-statistic is less than 1.96 and the P-value is greater than 0.05. H13 is therefore rejected. The impact of career development on employe performance has not been shown to be mediated by job satisfaction. This result is in line with earlier research: According to Sari & Nugroho (2020), job happiness does not operate as a mediator in the relationship between career advancement and employe performance. Hidayat & Ramadhan (2022) discovered that career development directly influences performance but job satisfaction does not mediate the effect; Lestari & Pratama (2021) discovered that job happiness is not a significant mediator between career development and performance; Rahmawati & Yusuf (2024) discovered that job satisfaction is not significant in mediating the relationship between career development and employe performance, while Putri & Santoso (2023) found that career development has a stronger direct influence on performance and that job satisfaction is not a proven mediator.

Seven of the thirteen hypotheses examined in this study were accepted, while six were rejected. Among the acknowledged theories are:

- H2 (Reward → Employee Performance)
- H3 (Technological Adaptation → Employee Performance)
- H7 (Technological Adaptation → Job Satisfaction)
- H8 (Career Development → Job Satisfaction)
- H9 (Job Satisfaction → Employee Performance)
- H11 (Full mediation of Reward through Job Satisfaction)
- H12 (Partial mediation of Technological Adaptation through Job Satisfaction)

In the meantime, H1, H4, H5, H6, H10, and H13 have been rejected. These results have significant ramifications for the Secretariat General of the Ministry of Marine Affairs and Fisheries' policy development regarding human resource management.

CONCLUSION AND SUGGESTIONS

Conclusion

This study sought to investigate the effects of Work Culture, Reward, Technological Adaptation, and Career Development on Employe Performance thru Job Satisfaction as a mediating variable at the Secretariat General of the Ministry of Marine

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Affairs and Fisheries based on the findings of data analysis and hypothesis testing carried out using the SEM-PLS approach with the help of SmartPLS software. Seven of the thirteen hypotheses that were investigated were accepted, while six were rejected. The following summarizes the findings from each hypothesis test:

1. Employe performance at the Secretariat General of the Ministry of Marine Affairs and Fisheries is not significantly impacted by work culture (β = -0.217; T = 1.628; p = 0.104). This suggests that higher internalization of organizational cultural norms is necessary to produce noticeable effects on performance outcomes because the current work culture is insufficient to directly drive changes in employe performance. Thus, H1 is disregarded.
2. At the Secretariat General of the Ministry of Marine Affairs and Fisheries, reward significantly affects employe performance, albeit in a negative way (β = -0.239; T = 1.974; p = 0.048). This suggests that the reward system is perceived as disproportionate to employees' workload and contributions, which, instead of motivating, leads to decreased performance. Therefore, H2 is accepted, but in the opposite direction of the initial hypothesis.
3. Employe performance is positively and significantly impacted by technological adaptation (β = 0.312; T = 2.849; p = 0.004). This research demonstrates that increased productivity and effectiveness in job execution are directly correlated with employes' proficiency with technology. After job satisfaction, technological adaptation is the second most powerful direct predictor of employe performance. Consequently, H3 is approved.
4. Employe performance is not significantly impacted by career development (β = -0.140; T = 1.211; p = 0.226). This implies that career development programs' effects on performance have not yet been explicitly observed and may take more time and procedures to show up in observable work outputs. Therefore, H4 is rejected.
5. Job satisfaction is not significantly impacted by work culture (β = 0.017; T = 0.182; p = 0.856). This indicates that, under current conditions, organizational work culture has not directly and significantly shaped employee job satisfaction, possibly due to suboptimal internalization of cultural values in daily tasks. Therefore, H5 is rejected.
6. Job satisfaction is not significantly impacted by reward (β = -0.073; T = 0.928; p = 0.354). This shows that the existing reward system has not directly driven employee job satisfaction, which may be linked to perceptions of distributive justice in rewards. Therefore, H6 is rejected.

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7. Job satisfaction is positively and significantly impacted by technological adaptation (β = 0.177; T = 1.973; p = 0.049). This suggests that employes' degree of job satisfaction increases with their capacity to adapt and use workplace technology. Consequently, H7 is approved.
8. Job satisfaction is significantly impacted by career development, albeit in a negative way (β = -0.152; T = 2.097; p = 0.036). This suggests that demands arising from career development programs, such as increased competency expectations and job rotations, may create additional pressure that reduces job satisfaction in the short term. Therefore, H8 is accepted, but in the opposite direction of the initial hypothesis.
9. Employe performance is positively and significantly impacted by job satisfaction (β = 0.572; T = 7.998; p = 0.000). This is the research model's strongest finding, demonstrating the crucial role that job satisfaction plays as the main indicator of worker performance. It has been demonstrated that contented workers are more driven, devoted, and effective. Consequently, H9 is approved.
10. The impact of work culture on employe performance is not mediated by job satisfaction (indirect effect β = -0.124; T = 1.621; p = 0.105). H10 is therefore rejected.
11. The effect of reward on employe performance is fully mediated by job satisfaction (indirect effect β = -0.137; T = 1.967; p = 0.049). This indicates that there is no meaningful direct connection and that the impact of reward on employe performance only happens indirectly thru job satisfaction. Consequently, H11 is approved.
12. The impact of technological adaptation on employe performance is somewhat mediated by job satisfaction (indirect effect β = 0.178; T = 2.805; p = 0.005). Thus, both directly and indirectly thru job satisfaction, technological adaptation affects employe performance. Consequently, H12 is approved.
13. The impact of career development on employe performance is not mediated by job satisfaction (indirect effect β = -0.080; T = 1.223; p = 0.221). H13 is therefore rejected.

Suggestions

Suggestion for the Secretariat General of the Ministry of Marine Affairs and Fisheries

The administration and leadership of the Secretariat General of the Ministry of Marine Affairs and Fisheries may take into consideration a number of useful suggestions based on the research findings:

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1. Since Job Satisfaction is the strongest predictor of Employee Performance, it is recommended that management conduct structured and periodic job satisfaction surveys to identify dimensions that still need improvement. These surveys' findings can be used to inform more focused policy choices that will improve the standard of the workplace.
2. Regarding Technological Adaptation, which has been proven to positively influence both performance and job satisfaction, it is recommended that the Data and Information Center of the Ministry design a comprehensive and sustainable digital capacity-building program. This should include training on the use of Electronic-Based Government System (SPBE) applications, technical assistance, and a responsive helpdesk to support employees in the digital transition.
3. Concerning the Reward system, it is recommended that an in-depth evaluation be conducted on the current reward mechanisms. Establishing an objective, transparent performance-based compensation system will guaranty that workers see a clear connection between their contributions and the benefits they receive.
4. Regarding Work Culture, which was found to be insignificant, it is recommended that the internalization of organizational cultural values be integrated into individual performance appraisal mechanisms. This would ensure that work culture is not merely a formal slogan but is truly implemented in daily work behavior.
5. With regard to career development, it is advised that all training and competency development programs be made apparent to staff members about their long-term advantages, the career routes that are accessible, and the assistance offered throughout transitions. This would help employees perceive such programs as positive opportunities rather than additional burdens.

Suggestion for Future Research

This study creates a number of opportunities for additional research that can deepen our knowledge of the variables affecting public sector workers' job happiness and performance:

1. Future research is recommended to include transformational leadership or servant leadership as moderating or mediating variables, given the central role of leaders in shaping work culture and job satisfaction within bureaucratic settings.
2. Future research could use a longitudinal strategy to overcome the shortcomings of the cross-sectional approach, gathering data at various intervals to capture dynamics and more precise causal linkages.

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3. To determine whether these conclusions apply more widely throughout the Indonesian government bureaucracy, future study should broaden the scope to include other echelon I entities within the Ministry of Marine Affairs and Fisheries or even carry out comparison studies across ministries.
4. Future research is advised to include additional variables like work motivation, organizational commitment, physical work environment, or leader-member exchange (LMX), which theoretically significantly contribute to performance, given the relatively low R^2 value for Employe Performance (0.242).
5. Future studies should use a mixed-methods strategy that combines in-depth interviews with quantitative surveys. This would offer a more thorough comprehension of the settings and mechanisms underlying the quantitative results, especially with regard to the detrimental effects of reward on career development noted in this study.

In conclusion, this study presents findings, implications, limitations, and recommendations. The researcher hopes that these results will make a meaningful contribution both to the development of public sector human resource management knowledge and to the formulation of policies aimed at improving employee performance and job satisfaction among civil servants at the Secretariat General of the Ministry of Marine Affairs and Fisheries.

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