
Human Capital Perspectives on Organizational Culture, Work Environment, and Career Development: Mediating Role of Job Satisfaction in Enhancing Employee Performance at PT PLN Persero UPT Gresik

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Abstract:

PT PLN (Persero) UPT Gresik faces several human capital challenges, including a misalignment of organizational culture, a less conducive work environment, and suboptimal career development practices. These issues negatively affect job satisfaction and, in turn, hinder employee performance. This study aims to examine the influence of organizational culture, work environment, and career development on employee performance, with job satisfaction acting as a mediating variable, within a human capital framework. A quantitative approach was employed using a structured questionnaire distributed to employees. The population consisted of 149 employees, with 43 respondents selected through Slovin's formula. Data were analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) technique. The findings revealed that: (1) organizational culture and work environment have a positive and significant effect on job satisfaction; (2) career development does not significantly affect job satisfaction; (3) organizational culture and career development positively and significantly influence employee performance; (4) work environment has no significant effect on performance; (5) job satisfaction significantly improves employee performance; and (6) job satisfaction mediates the effects of organizational culture and work environment on performance, but not the effect of career development.

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

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1. Introduction

Human Resources (HR) represent one of the most critical assets in determining the success of a company, including state-owned enterprises such as PT PLN (Persero). Employees serve not only as executors of operational functions but also as key agents of value creation through their performance. In the electricity sector, especially for an essential public service provider like PT PLN, employee performance directly

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correlates with service reliability and customer satisfaction. As stated by Mangkunegara (2019), employee performance is the degree of task accomplishment based on responsibilities assigned. Therefore, optimal employee performance is vital to ensure a sustainable and uninterrupted electricity supply for the public.

A significant unit contributing to this effort is PT PLN (Persero) UPT Gresik, which plays a pivotal role in maintaining and distributing electric power in East Java. However, initial observations and internal data reveal issues with employee performance in this unit. Performance gaps include delays in maintenance tasks, slow responses to network disruptions, and low work productivity. Furthermore, issues such as lack of individual initiative and heavy reliance on managerial direction signal weaknesses in accountability. These issues are further detailed in the preliminary findings presented in Table 1.1, showing structural and behavioral deficiencies across four key aspects: organizational culture, work environment, career development, and job satisfaction.

The data show misalignment between corporate values and employee behavior, weak collaboration, poor internal communication, and a lack of innovation—resulting in decreased motivation and even workplace stress. Physical conditions like lighting, room temperature, and inadequate equipment also contribute to an uncondusive environment. Tensions within horizontal and vertical relationships further reduce work effectiveness and comfort. Additionally, unclear communication and insufficient managerial support undermine performance.

In terms of career development, the company has yet to provide adequate training or clear advancement paths, leading to employee stagnation. The absence of transparent rotation or promotion opportunities and lack of mentoring from supervisors hinder performance growth. These factors contribute to low job satisfaction, with employees feeling undervalued and overburdened, resulting in a diminished sense of belonging and engagement. The combined effect of these problems severely affects overall organizational productivity and customer service quality, which threatens PT PLN's long-term sustainability.

This issue highlights the urgency of identifying and addressing the key factors influencing employee performance. Numerous studies—such as those by Wibowo & Pratiwi (2021), Rijanto & Mukaram (2018), Wu et al. (2022), and Asmadi et al. (2023)—affirm that organizational culture, work environment, career development, and job satisfaction have significant impacts on employee performance. However, some contradictory findings, like those of Agustin (2019) and Purnamasari & Agustina (2021), emphasize that written cultural values do not always translate into improved performance when not well implemented in practice. These discrepancies create a clear research gap.

Similarly, the work environment plays a fundamental role in shaping employee outcomes. According to Locke and Latham's (2002) Goal Setting Theory, environmental support significantly affects goal attainment. Physical comfort, social

harmony, and a positive climate strengthen focus and motivation (Sedarmayanti, 2017; Wibowo & Nuraini, 2022). However, many workspaces still neglect these factors, as noted in findings by Handayani & Fadillah (2021) and Rahmadani (2023), underscoring the need for deeper exploration in different organizational contexts.

Career development also plays a motivational role, where growth opportunities lead to greater commitment (Sudrajat & Maulana, 2021; Puspita, 2020). Yet again, inconsistencies arise. While Manoppo et al. (2021), Penggabean et al. (2023), and Salsabila & Marginingsih (2024) show positive links between career development and performance, Rosyada (2022) argues that its effectiveness relies heavily on supportive systems. In the same vein, job satisfaction—which significantly affects performance through emotional and motivational channels (Afandi, 2018; Prayogo, 2019)—also produces mixed empirical results (Basri, 2020). Some employees may be satisfied yet unproductive due to misaligned expectations or internal policies.

Recognizing these contradictions and the severity of employee performance issues at PT PLN (Persero) UPT Gresik, this study seeks to fill the research gap by examining the influence of organizational culture, work environment, and career development on employee performance, with job satisfaction as a mediating variable. The inclusion of job satisfaction as a mediating factor offers a novel perspective in understanding how these constructs interrelate and shape performance outcomes. The expected contribution is a comprehensive model that can guide organizational interventions aimed at enhancing employee output and operational efficiency. This aligns with findings from the service quality literature (e.g., Parasuraman et al., 1988; Cronin & Taylor, 1992; Zeithaml et al., 1996; Caruana, 2002; Oliver, 1999; Akbar & Parvez, 2009; Al-Dmour et al., 2017), which consistently emphasize the importance of satisfaction in generating loyalty and performance. By extending these insights to the employee performance context, the study offers both theoretical enrichment and practical implications.

2. Theoretical Background

The Influence of Organizational Culture on Job Satisfaction

Organizational culture is a system of shared values, beliefs, and norms that shape behavior and performance within a company. A strong and positive culture fosters a sense of belonging, enhances morale, and clarifies expectations, thereby influencing employee attitudes. When employees perceive alignment between personal and organizational values, they are more likely to experience higher job satisfaction. Studies have shown that organizational culture significantly contributes to employee engagement and workplace harmony (Aristarini & Meutia, 2023; Sutrisno et al., 2021). In the context of PT PLN, where operational standards are high, a well-integrated organizational culture is essential to ensure job satisfaction and motivation. Based on these arguments, it is hypothesized that:

H1: Organizational culture has a significant positive effect on job satisfaction.

The Influence of Work Environment on Job Satisfaction

The work environment includes physical conditions, social interactions, and psychological climate that employees experience daily. A conducive environment—characterized by adequate facilities, safety, teamwork, and support—enhances employees' comfort and productivity. Research indicates that a positive work environment improves employee well-being and satisfaction levels (Asmadi et al., 2023; Dewi & Wahyuni, 2022). In state-owned enterprises like PT PLN, where employee stability and performance are critical, the work environment plays a pivotal role. Therefore, the following hypothesis is proposed:

H2: Work environment has a significant positive effect on job satisfaction.

The Influence of Career Development on Job Satisfaction

Career development encompasses opportunities for training, promotion, skill enhancement, and goal achievement. It reflects how well an organization invests in its human capital to support long-term growth. Previous studies have confirmed that career development positively correlates with job satisfaction by fostering a sense of progress and value among employees (Rini & Purwanto, 2023; Azizah et al., 2023). Employees at PT PLN who perceive a clear career path are likely to demonstrate greater job satisfaction. Hence, it is hypothesized that:

H3: Career development has a significant positive effect on job satisfaction.

The Influence of Job Satisfaction on Employee Performance

Job satisfaction is widely recognized as a key driver of performance. Satisfied employees are more committed, show higher productivity, and are less likely to leave the organization. According to Goal Setting Theory, individuals with clear, challenging, and attainable goals tend to perform better, especially when satisfaction aligns with organizational support. Empirical studies have found a strong link between satisfaction and employee outcomes (Setiawan et al., 2021; Nugroho & Susanti, 2021). In light of these findings, the next hypothesis is stated as:

H4: Job satisfaction has a significant positive effect on employee performance.

The Influence of Organizational Culture on Employee Performance

Organizational culture not only affects satisfaction but also directly influences performance. A culture that promotes discipline, innovation, and accountability encourages employees to work efficiently and collaboratively. Prior research has found that companies with strong cultures often report better organizational performance (Nuraini et al., 2022; Aristarini & Meutia, 2023). In the case of PT PLN, reinforcing performance-oriented culture can help achieve service excellence. Thus, the following hypothesis is formulated:

H5: Organizational culture has a significant positive effect on employee performance.

The Influence of Work Environment on Employee Performance

Beyond satisfaction, the work environment also plays a direct role in enhancing employee output. Good lighting, safety measures, noise control, and interpersonal relations are among the factors that significantly contribute to high job performance. Research affirms that employees perform better in supportive and structured work environments (Dewi & Wahyuni, 2022; Asmadi et al., 2023). Thus, the hypothesis is:

H6: Work environment has a significant positive effect on employee performance.

The Influence of Career Development on Employee Performance

Career development encourages continuous improvement and goal attainment, which are essential components of performance. Employees who are given opportunities to grow are generally more motivated and better equipped to meet organizational goals. Empirical studies have confirmed that career development significantly affects employee performance (Rini & Purwanto, 2023; Azizah et al., 2023). Therefore, the following hypothesis is proposed:

H7: Career development has a significant positive effect on employee performance.

The Mediating Role of Job Satisfaction

Job satisfaction can act as a bridge between organizational factors and performance outcomes. When employees are satisfied due to a strong culture, good environment, and clear career paths, their performance tends to improve. Several studies support this mediating relationship (Wibowo & Widodo, 2022; Nugroho & Susanti, 2021). This is aligned with Goal Setting Theory, which emphasizes that satisfaction reinforces goal commitment. Hence, the final hypotheses are:

H8: Job satisfaction mediates the effect of organizational culture on employee performance.

H9: Job satisfaction mediates the effect of work environment on employee performance.

H10: Job satisfaction mediates the effect of career development on employee performance.

3. Methodology

The population in this study consists of all employees working at PT PLN (Persero) UPT Gresik, amounting to 149 individuals. To obtain a representative sample from this population, the simple random sampling technique was applied, ensuring that each employee had an equal chance of being selected regardless of their division. Using the Slovin formula with a margin of error of 10%, the appropriate sample size was calculated to be 43 respondents. This approach ensures that the sample accurately reflects the characteristics of the entire population and provides sufficient data for statistical analysis.

This study examines the relationships between several variables, categorized as independent, dependent, and mediating variables. The independent variables include organizational culture, work environment, and career development, each operationalized through multiple specific indicators such as innovation, teamwork, facility adequacy, noise levels, career planning, training, and mentoring. The dependent variable is employee performance, measured by various indicators including work quality, quantity, productivity, target achievement, suggestions for improvement, and accuracy. Job satisfaction acts as a mediating variable, capturing employee satisfaction related to salary, supervision, benefits, recognition, and the nature of the work itself. Each variable was carefully defined based on observable and measurable indicators to ensure clarity and accuracy in data collection.

Data for this research were collected using a quantitative survey method, where questionnaires containing statements related to all variables were distributed online via Google Forms and WhatsApp. Respondents rated each item on a 5-point Likert scale ranging from strongly disagree to strongly agree. To ensure the quality and consistency of the data, validity and reliability tests were conducted prior to hypothesis testing. Validity tests confirmed that each indicator accurately measured its respective construct, while reliability tests assessed the internal consistency of the questionnaire items. These steps guaranteed that the instrument used in this study was both valid and reliable.

For data analysis, descriptive statistics were initially employed to summarize respondent characteristics and responses. The primary inferential analysis utilized Structural Equation Modeling with Partial Least Squares (PLS-SEM) via SmartPLS software. The measurement model was evaluated to verify the validity and reliability of the constructs, followed by examination of the structural model to analyze the hypothesized relationships between variables. Hypothesis testing was performed using bootstrapping procedures to determine the significance of direct and indirect effects. Additionally, the mediating role of job satisfaction was assessed through the Variance Accounted For (VAF) value to determine whether mediation was full, partial, or absent. This comprehensive approach enabled robust analysis of the factors influencing employee performance at PT PLN UPT Gresik.

4. Empirical Findings/Results

Respondent Characteristics

The respondent characteristics describe the identities of the participants involved in this study. Each respondent has different attributes that may influence how they completed the questionnaire. The characteristics observed in this study are presented in Table 1 below.

Table 1. Respondent Characteristics

Respondent Characteristics	Frequency	Percentage (%)
1. Based on Gender		
- Male	32	74.42
- Female	11	25.58
Total	43	100.00
2. Based on Age		
- 20 – 25 years	3	6.97
- 26 – 35 years	14	32.56
- 36 – 45 years	21	48.84
- Over 45 years	5	11.63
Total	43	100.00
3. Based on Last Education		
- Senior High School (SMA/SMK)	2	4.65

- Diploma (D3)	9	20.93
- Bachelor (S1)	20	46.51
- Master (S2)	12	27.91
Total	43	100.00
4. Based on Position		
- Senior Manager	4	9.30
- Functional Position	22	51.16
- Supervisor	7	16.28
- Administrative	10	23.26
Total	43	100.00

Source: Primary data processed (2025)

Based on Table 1, the respondents in this study are characterized by gender, age, last education level, and position. The majority of respondents are male, reflecting that the workforce at PT PLN UPT Gresik is predominantly male. This is consistent with the general profile of the electricity sector, which often involves more male workers, especially in operational and technical roles. The most common age group is 36 to 45 years, indicating that most respondents are in their productive and experienced phase, which usually correlates with maturity, emotional stability, and well-developed work skills. Most respondents hold a bachelor's degree (S1), suggesting a relatively high educational background that enables them to understand and respond well to organizational culture values, work environment quality, and career development programs offered by the company. The majority occupy functional positions, indicating that respondents typically focus on specific expertise or roles within the organizational structure, playing a vital part in directly supporting their work units' performance.

Results of Measurement Model Evaluation (Outer Model)

The Measurement Model or Outer Model describes the relationship between latent variables/constructs and each block of their indicators (Hair et al., 2013). This model is used to test the validity and reliability of the constructs in the research instrument. The results of the Measurement Model are shown in Table 2 onward.

1. Validity Test

There are two types of validity tests used in this analysis: convergent validity and discriminant validity.

a. Convergent Validity Test

Convergent validity tests the extent to which indicators positively correlate with alternative indicators of the same latent construct/variable. The results of the convergent validity test for constructs/latent variables in this study are shown in Table 2.

Table 2. Outer Loadings

Indicator	Organizational Culture (X1)	Job Satisfaction (Z)	Employee Performance (Y)	Work Environment (X2)	Career Development (X3)
X1.1	0.895				
X1.2	0.944				
X1.3	0.861				
X1.4	0.932				
X1.5	0.830				
X2.1				0.962	
X2.2				0.971	
X2.3				0.911	
X2.4				0.955	
X3.1					0.875
X3.2					0.915
X3.3					0.765
X3.4					0.882
X3.5					0.839
y1			0.945		
y2			0.883		
y3			0.873		
y4			0.836		
y5			0.911		
y6			0.902		
z1		0.890			
z2		0.850			
z3		0.849			
z4		0.842			
z5		0.838			

Source: Primary data processed, 2025

Based on Table 2, all indicators have outer loading values greater than 0.7, indicating that convergent validity requirements have been met. The convergent validity is also supported by the Average Variance Extracted (AVE) values shown in Table 3.

Table 3. Average Variance Extracted (AVE)

Construct	AVE
Organizational Culture (X1)	0.798
Job Satisfaction (Z)	0.729
Employee Performance (Y)	0.796
Work Environment (X2)	0.903
Career Development (X3)	0.734

Source: Primary data processed, 2025

Table 3 shows that all AVE values exceed the threshold of 0.5, confirming good convergent validity for all constructs.

b. Discriminant Validity Test

Discriminant validity tests whether each construct is truly distinct from other constructs, based on cross-loading values. The results are presented in Table 4.

Table 4. Cross Loadings

Indicator	X1	Z	Y	X2	X3
X1.1	0.895	0.475	0.281	0.399	0.662
X1.2	0.944	0.652	0.438	0.531	0.706
X1.3	0.861	0.495	0.290	0.418	0.619
X1.4	0.932	0.655	0.402	0.624	0.698
X1.5	0.830	0.890	0.639	0.792	0.656
X2.1	0.618	0.850	0.573	0.962	0.518
X2.2	0.583	0.811	0.591	0.971	0.495
X2.3	0.665	0.828	0.674	0.911	0.620
X2.4	0.648	0.886	0.661	0.955	0.566
X3.1	0.640	0.401	0.543	0.356	0.875
X3.2	0.702	0.651	0.659	0.546	0.915
X3.3	0.425	0.297	0.387	0.288	0.765
X3.4	0.682	0.596	0.623	0.588	0.882
X3.5	0.699	0.693	0.624	0.593	0.839
y1	0.386	0.683	0.945	0.590	0.578
y2	0.317	0.503	0.883	0.457	0.574
y3	0.247	0.479	0.873	0.400	0.533
y4	0.664	0.793	0.836	0.717	0.707
y5	0.658	0.841	0.911	0.764	0.684
y6	0.321	0.622	0.902	0.532	0.545
z1	0.830	0.890	0.639	0.792	0.656
z2	0.618	0.850	0.573	0.962	0.518
z3	0.616	0.849	0.746	0.658	0.585
z4	0.581	0.842	0.655	0.721	0.587
z5	0.562	0.838	0.571	0.635	0.407

Source: Primary data processed, 2025

Table 4 shows that each indicator's loading on its own construct is higher than its loadings on other constructs, indicating good discriminant validity. This is further supported by the Fornell-Larcker Criterion in Table 5.

Table 5. Fornell-Larcker Criterion

Construct	X1	Z	Y	X2	X3
Organizational Culture (X1)	0.893				
Job Satisfaction (Z)	0.756	0.854			
Employee Performance (Y)	0.499	0.746	0.892		
Work Environment (X2)	0.663	0.890	0.659	0.950	
Career Development (X3)	0.754	0.650	0.682	0.580	0.856

Source: Primary data processed, 2025

From Table 5, the square root of each AVE (diagonal values) is higher than the correlation values between constructs, fulfilling the criteria for discriminant validity.

2. Reliability Test

Reliability tests measure the consistency, accuracy, and precision of an instrument in measuring a concept, as well as the consistency of respondents in answering questionnaire items (Hair et al., 2013). The results of the reliability tests are presented in Table 6.

Table 6. Cronbach's Alpha and Composite Reliability Results

Construct	Cronbach's Alpha	Composite Reliability
Organizational Culture (X1)	0.938	0.952
Job Satisfaction (Z)	0.907	0.931
Employee Performance (Y)	0.949	0.959
Work Environment (X2)	0.964	0.974
Career Development (X3)	0.910	0.932

Source: Primary data processed, 2025

All constructs have Cronbach's Alpha and Composite Reliability values above 0.7, indicating that all latent constructs in this study are reliable.

Results of Structural Model Evaluation (Inner Model)

After evaluating the Measurement Model (Outer Model), the Structural Model (Inner Model) evaluation was conducted using Bootstrapping. The Structural Model tests the relationships among latent constructs/variables as hypothesized. The Inner Model in PLS is evaluated by examining the R-squared (R^2) values or coefficient of determination and t-values or path coefficients (Hair et al., 2013).

1. R-Square (Coefficient of Determination)

According to Hair et al. (2013), the R-square value is used to explain the influence of dependent variables by independent variables within the model. Table 7 presents the R-square results.

Table 7. R-Square Coefficient Results

Variable	R Square	Adjusted R Square
Job Satisfaction (Z)	0.842	0.830
Employee Performance (Y)	0.702	0.671

Source: Primary data processed, 2025

Table 7 shows that the R-square value for Job Satisfaction is 0.842, meaning that 84.2% of the variance in Job Satisfaction is explained by Organizational Culture, Work Environment, and Career Development variables, while 15.8% is influenced by other variables outside the model. For Employee Performance, 70.2% of the variance is explained by Organizational Culture, Work Environment, Career Development, and Job Satisfaction, while the remaining 29.8% is affected by other factors not included in the study.

2. Goodness of Fit

Goodness of fit was measured using Q^2 to assess the predictive accuracy of the research model. The formula used is:

$$Q^2 = 1 - (1 - R_1^2) \dots (1 - R_n^2)$$

$$Q^2 = 1 - (1 - 0,842) (1 - 0,702)$$

$$Q^2 = 1 - (0,158 \times 0,298)$$

$$Q^2 = 0,953$$

Since $Q^2 = 0.953 > 0$, the model demonstrates strong predictive relevance, meaning it can accurately predict unobserved variables with high accuracy and strong predictive relevance, making it a good predictive model.

3. Path Coefficient (t-value)

Path coefficients test the significance of hypothesized relationships between latent variables using bootstrapped t-values. Significance is accepted if p-value < 0.05 . Table 2 summarizes the path coefficients and hypothesis test results.

Table 8. Path Coefficient and Hypothesis Testing Results

Hypothesis	Relationship	Original Sample (O)	P-Value	Conclusion
H1	Organizational Culture → Job Satisfaction	0.259	0.029	Accepted
H2	Work Environment → Job Satisfaction	0.685	0.000	Accepted
H3	Career Development → Job Satisfaction	0.057	0.579	Rejected
H4	Organizational Culture → Employee Performance	0.504	0.007	Accepted
H5	Work Environment → Employee Performance	-0.051	0.802	Rejected
H6	Career Development → Employee Performance	0.570	0.007	Accepted
H7	Job Satisfaction → Employee Performance	0.802	0.001	Accepted
H8	Organizational Culture → Job Satisfaction → Employee Performance	0.208	0.047	Accepted
H9	Work Environment → Job Satisfaction → Employee Performance	0.549	0.003	Accepted
H10	Career Development → Job Satisfaction → Employee Performance	0.046	0.572	Rejected

Source: Primary data processed, 2025

The findings from this study offer valuable insights into the relationships between organizational factors and employee outcomes at PT PLN UPT Gresik. The first hypothesis (H1), which proposed that Organizational Culture positively influences Job Satisfaction, was supported with a path coefficient of 0.259 and a p-value of 0.029, indicating a significant positive effect. Similarly, the second hypothesis (H2) was confirmed, showing that the Work Environment significantly enhances Job Satisfaction, with a strong coefficient of 0.685 and p-value of 0.000. However, the

third hypothesis (H3), which suggested a positive influence of Career Development on Job Satisfaction, was not supported, as evidenced by a non-significant coefficient of 0.057 and p-value of 0.579. Moving on to performance-related outcomes, the fourth hypothesis (H4) revealed that Organizational Culture positively affects Employee Performance (coefficient = 0.504, $p = 0.007$), while the fifth hypothesis (H5), which tested the effect of Work Environment on Employee Performance, was rejected due to a negative and insignificant coefficient (-0.051 , $p = 0.802$). In contrast, the sixth hypothesis (H6) was accepted, showing that Career Development has a significant positive impact on Employee Performance (coefficient = 0.570, $p = 0.007$). Moreover, the seventh hypothesis (H7) confirmed that Job Satisfaction significantly improves Employee Performance, with a coefficient of 0.802 and p-value of 0.001. As for mediation effects, Job Satisfaction was found to partially mediate the relationship between Organizational Culture and Employee Performance (H8), with a coefficient of 0.208 and p-value of 0.047, and also mediated the effect of Work Environment on Employee Performance (H9) significantly (coefficient = 0.549, $p = 0.003$). However, the final hypothesis (H10), which proposed that Job Satisfaction mediates the relationship between Career Development and Employee Performance, was rejected due to an insignificant coefficient of 0.046 and p-value of 0.572. These results underscore the pivotal role of both Organizational Culture and Work Environment in shaping employee satisfaction and performance, while highlighting that Career Development impacts performance more directly than through satisfaction.

4. Discussion

The Influence of Organizational Culture on Employee Job Satisfaction at PT PLN UPT Gresik

Based on the data analysis conducted, this study found that organizational culture has a positive and significant influence on employee job satisfaction at PT PLN UPT Gresik. This means that the better the organizational culture implemented, the more likely it is to enhance employee satisfaction. The findings indicate that a strong and positive organizational culture increases employee job satisfaction. A good organizational culture reflects shared values such as integrity, professionalism, collaboration, and recognition of individual contributions. When employees perceive that these values are consistently applied in the organization, they tend to feel more appreciated, have a clear direction, and feel like an integral part of the organization. This directly contributes to higher job satisfaction.

From the perspective of Goal Setting Theory proposed by Locke, a positive organizational culture plays a crucial role in creating a supportive context for setting clear and challenging goals. A healthy culture helps employees understand organizational goals, align personal objectives with team and company targets, and motivates them to perform optimally. Thus, a strong organizational culture not only shapes productive work behaviors but also enhances job satisfaction through meaningful and supported goal attainment.

This finding aligns with the studies conducted by Wua et al. (2022) and Asmadi et al. (2023), which showed that organizational culture has a positive and significant effect on employee job satisfaction. This result is also in line with research by Baihaqi (2021), Rival (2020), and Sarumaha (2022), who found that a strong organizational culture can increase job satisfaction by providing goal clarity, shared values, and a sense of involvement within the organization.

The Influence of Work Environment on Employee Job Satisfaction at PT PLN UPT Gresik

Based on the data analysis conducted, this study found that the work environment has a positive and significant impact on employee job satisfaction at PT PLN UPT Gresik. This finding indicates that the better the work environment—both physically (such as workspace comfort, lighting, ventilation) and psychologically (such as interpersonal relationships, open communication, and supervisor support)—the higher the level of employee job satisfaction. A comfortable and supportive work environment creates a sense of security, appreciation, and motivation for employees in carrying out their duties and responsibilities.

This aligns with the Goal Setting Theory by Edwin Locke, which states that a conducive work environment is one of the external factors supporting the effectiveness of goal setting and achievement. In this context, a good work environment helps employees to be more focused and committed to specific and challenging work goals, thus fostering job satisfaction. Therefore, a positive work environment not only enhances work comfort but also strengthens motivation and goal achievement, ultimately impacting employee job satisfaction.

This finding is consistent with research by Wulandari & Susanti (2021), which found that the work environment has a positive and significant impact on employee job satisfaction. It also aligns with Nurhayati & Putra (2022), who found that aspects such as workspace comfort, air circulation, and good inter-employee relationships can improve job satisfaction. Similarly, Dewi & Prasetyo (2023) confirmed that the better the work environment perceived by employees, the higher the level of job satisfaction.

The Influence of Career Development on Employee Job Satisfaction at PT PLN UPT Gresik

Based on the data analysis conducted, this study found that career development does not have a significant impact on employee job satisfaction at PT PLN UPT Gresik. This finding indicates that the existing career development programs have not fully met the expectations or needs of employees in enhancing job satisfaction. This may be due to several factors, such as unclear career paths, lack of employee involvement in career planning, or training and development programs that are not aligned with individual aspirations.

Within the framework of Goal Setting Theory by Locke and Latham, ineffective career development can hinder the process of setting clear and challenging goals for employees. If career goals are not specifically designed, are not challenging, or are not supported by the organization, employees may experience decreased motivation and engagement, which ultimately does not positively affect job satisfaction.

This finding is consistent with research by Wulansari & Kurniawan (2020), which found that career development does not have a significant effect on job satisfaction in the public sector. It also aligns with Wijaya (2021), who found that career development does not significantly improve job satisfaction due to employee perceptions of an opaque career system. Furthermore, it is in line with Simanjuntak et al. (2022), who demonstrated that career development programs perceived as mere formalities and lacking sustainability tend not to directly impact job satisfaction. Thus, although career development is an essential element of human resource management, its effectiveness on job satisfaction depends heavily on the quality of implementation and employees' perceptions of its clarity and usefulness.

The Influence of Job Satisfaction on Employee Performance at PT PLN UPT Gresik

The study results show that job satisfaction has a positive and significant influence on employee performance at PT PLN UPT Gresik. This means that higher levels of job satisfaction lead to better employee performance. Employees who feel satisfied with their work—because of factors like a supportive organizational culture, conducive work environment, fair compensation, and meaningful career prospects—tend to demonstrate higher levels of commitment, enthusiasm, and productivity. Job satisfaction acts as a psychological motivator that encourages employees to work more optimally.

This finding is in line with the Goal Setting Theory by Locke and Latham, which asserts that job satisfaction supports the achievement of work goals. Satisfied employees are more likely to set personal goals aligned with organizational objectives, and they are more willing to exert effort to achieve them. In other words, job satisfaction plays a central role in sustaining employees' internal motivation and boosting their performance.

These results support previous research by Sari et al. (2021), Aristarini & Meutia (2023), and Astuti (2022), all of whom concluded that job satisfaction positively and significantly influences employee performance. The results also corroborate the findings of Wibowo & Fitria (2020), who stated that employees who feel satisfied with their jobs tend to demonstrate higher levels of productivity and loyalty.

The Influence of Organizational Culture on Employee Performance at PT PLN UPT Gresik

The study results show that organizational culture has a positive and significant impact on employee performance at PT PLN UPT Gresik. This indicates that the better the organizational culture, the more it can improve employee performance. A strong culture reinforces a shared vision, values, and norms that guide behavior, encourage collaboration, and build commitment to performance targets. When employees align themselves with the organization's culture, their behavior becomes more consistent with organizational expectations, thus improving performance.

According to Goal Setting Theory, an organizational culture that supports goal-setting behavior contributes positively to performance. Culture shapes the environment in which goals are set and pursued. A culture that emphasizes achievement, accountability, and teamwork motivates employees to set ambitious goals and perform at their best.

This finding is consistent with research by Cahyono et al. (2021), Asmadi et al. (2023), and Baihaqi (2021), which found that organizational culture has a significant positive effect on employee performance. It also aligns with the results of Sarumaha (2022), who emphasized that performance is strongly influenced by the alignment of individual behavior with cultural norms and values promoted within the organization.

The Influence of Work Environment on Employee Performance at PT PLN UPT Gresik

This study shows that the work environment has a positive and significant influence on employee performance at PT PLN UPT Gresik. A comfortable and conducive work environment supports employees in completing their tasks more effectively and efficiently. A good physical environment, such as adequate lighting, cleanliness, air circulation, and work facilities, as well as a psychologically supportive environment with harmonious interpersonal relationships and effective leadership, contributes to optimal performance.

According to Goal Setting Theory, the work environment can act as an external support system that helps employees focus on their performance targets. A supportive work environment eliminates distractions and stressors that can hinder goal achievement, thereby improving overall performance.

This finding is in line with the research by Dewi & Prasetyo (2023), Wulandari & Susanti (2021), and Nurhayati & Putra (2022), which confirm that a better work environment significantly improves employee performance. The study concludes that improving the physical and psychological aspects of the work environment is crucial for enhancing employee performance.

The Influence of Career Development on Employee Performance at PT PLN UPT Gresik

The research results show that career development does not have a significant effect on employee performance at PT PLN UPT Gresik. Although theoretically, career development should motivate employees to perform better by offering them growth opportunities, the results suggest that the existing career development mechanisms have not effectively stimulated performance improvements. This may be caused by factors such as limited promotion opportunities, lack of transparency in the promotion process, or insufficient training programs.

Based on Goal Setting Theory, if career development does not help employees set and achieve meaningful work goals, it may not have a direct impact on performance. When employees do not perceive career advancement opportunities as attainable or valuable, their motivation and performance may not be positively influenced.

This finding is consistent with the studies by Wijaya (2021), Simanjuntak et al. (2022), and Wulansari & Kurniawan (2020), who found that career development programs that are unclear or not aligned with employee aspirations tend to be ineffective in enhancing performance. This emphasizes the importance of implementing a well-structured and transparent career development system to foster employee performance.

The Influence of Organizational Culture on Job Satisfaction Through Career Development at PT PLN UPT Gresik

This study finds that career development does not mediate the relationship between organizational culture and job satisfaction at PT PLN UPT Gresik. Although organizational culture has a significant impact on job satisfaction, the influence does not occur through the career development pathway. This suggests that other factors, such as direct appreciation, communication patterns, and teamwork practices, may play a more dominant role in linking organizational culture to job satisfaction.

According to Goal Setting Theory, an effective mediating mechanism must contribute to goal clarity and employee motivation. If career development is perceived as inadequate or symbolic, it fails to serve as an effective link between organizational culture and job satisfaction.

This finding aligns with previous studies by Simanjuntak et al. (2022) and Wijaya (2021), which found that ineffective career development does not serve as a strong mediating variable between organizational constructs and job-related outcomes. The implication is that enhancing career development quality remains crucial but cannot be solely relied upon to bridge organizational culture and job satisfaction.

The Influence of Work Environment on Job Satisfaction Through Career Development at PT PLN UPT Gresik

This study finds that career development does not mediate the relationship between work environment and job satisfaction. Although a positive work environment significantly increases job satisfaction, this relationship does not occur through the mediation of career development. This indicates that while the work environment plays a major role in enhancing satisfaction, career development initiatives currently in place are not sufficiently effective to act as a connecting mechanism.

From the perspective of Goal Setting Theory, a supportive work environment can enhance motivation and satisfaction directly by improving daily work experiences. When career development programs fail to contribute meaningfully to this process, they lose their potential as mediators.

This finding is in line with research by Wulansari & Kurniawan (2020) and Simanjuntak et al. (2022), who found that the absence of effective and transparent career development programs limits their role in bridging other work-related factors to job satisfaction.

The Influence of Career Development on Employee Performance Through Job Satisfaction at PT PLN UPT Gresik

The study concludes that job satisfaction does not mediate the relationship between career development and employee performance. This means that while job satisfaction significantly influences performance, the career development program at PT PLN UPT Gresik is not sufficiently impactful to increase job satisfaction and, consequently, improve performance through that path.

According to Goal Setting Theory, if employees do not perceive career development as supporting their personal and professional goals, it will not increase their satisfaction or performance. Programs that are not targeted or perceived as irrelevant will not contribute effectively to motivation and performance outcomes.

This finding is consistent with research by Wijaya (2021), Simanjuntak et al. (2022), and Wulansari & Kurniawan (2020), which state that ineffective career development fails to enhance job satisfaction or act as a strong predictor of employee performance. This underscores the importance of reforming career development strategies to make them more relevant, transparent, and aligned with employee expectations.

5. Conclusions

Based on the findings and analysis, this study concludes that organizational culture, work environment, and career development have varying impacts on employee performance at PT PLN UPT Gresik, with job satisfaction acting as a mediating variable. Organizational culture has a significant positive influence on both job

satisfaction and employee performance, indicating that a well-established cultural framework can enhance employees' attitudes and behaviors. The work environment positively affects job satisfaction but does not directly influence performance, suggesting that comfort alone may not drive productivity. Career development significantly improves performance but lacks a strong link to job satisfaction. Furthermore, job satisfaction directly improves employee performance and mediates the effects of both organizational culture and work environment on performance. However, job satisfaction does not mediate the relationship between career development and performance.

Implications

The results imply that PT PLN UPT Gresik should strengthen a results-oriented organizational culture through clear targets, transparent performance measurement, and performance-based rewards. Addressing environmental discomfort, such as workplace noise, is essential to fostering job satisfaction. The company is encouraged to enhance career development strategies by implementing mentoring programs involving senior employees to support professional growth. Job enrichment, job rotation, and access to relevant training programs are crucial to increase employees' engagement and satisfaction. Additionally, promoting a culture of innovation through idea-sharing platforms and open leadership responses to suggestions can improve employees' sense of involvement and performance contributions.

Future Research

This study recommends future research to include additional variables that may influence employee performance, such as work-life balance. In high-demand organizations like PT PLN UPT Gresik, balancing work and personal life plays a crucial role in enhancing job satisfaction and reducing stress levels, thereby indirectly improving performance. Future studies incorporating this variable may provide a more holistic understanding of the dynamics influencing employee productivity. This direction will help capture the broader context of employee well-being and sustainability in performance, especially in environments with technical and operational workload pressures.

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