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# The Influence of Work Culture, Career Development, Job Satisfaction on Employee Performance at Bulakamba District Office, Brebes Regency

*The Influence of Work Culture, Career Development, and Job Satisfaction on Employee Performance at the Bulakamba District Office, Brebes Regency*

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**ABSTRACT**

*This study aims to determine the influence of work culture on employee performance, the influence of career development on employee performance, the influence of job satisfaction on employee performance, the influence of work culture, career development and job satisfaction together on employee performance at the Bulakamba District Office, Brebes Regency. This study uses a quantitative descriptive approach and the type of research is an empirical study supported by a survey. The population in this study is all employees of the Bulakamba District Office, Brebes Regency totaling 40 people. The sampling technique in this study uses a saturation technique, all populations are used as research samples. The data used is primary data in the form of a questionnaire instrument. The results of the study show that work culture has a positive and significant effect on improving employee performance, career development has a positive and significant effect on improving employee performance, job satisfaction has a positive and significant effect on improving employee performance, simultaneously work culture, career development, and job satisfaction have an effect on improving employee performance at the Bulakamba District Office, Brebes Regency. The variables of work culture, career development, and job satisfaction contributed 61.40% of their influence on the performance of employees of the Bulakamba District Office, Brebes Regency, while the remaining 38.60% was influenced by variables that were not studied.*

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## Abstract

This study aims to determine the influence of work culture on employee performance, the influence of career development on employee performance, the influence of job satisfaction on employee performance, the influence of work culture, career development and job satisfaction together on employee performance at the Bulakamba District Office, Brebes Regency. Research This use approach descriptive quantitativeAnd type his research studies empirically supported with a survey. The population in this study were all employees of the Bulakamba District Office, Brebes Regency, totaling 40 people. The sampling technique in this study used the saturated technique, all populations were used as research samples. The data used were primary data in the form of questionnaire instruments. The results of the study showed that work culture had a positive and significant effect on improving employee performance, career development had a positive and significant effect on improving employee performance, job satisfaction had a positive and significant effect on improving employee performance, Simultaneously, work culture , career development , and job satisfaction have an effect on improving the performance of employees at the Bulakamba District Office, Brebes Regency. The variables of work culture , career development , and job satisfaction contribute 61.40 % to the performance of employees at the Bulakamba District Office, Brebes Regency , while the remaining 38.60% is influenced by variables not studied.
**Keywords:** Work Culture , Career Development , Job Satisfaction, Employee Performance

## 1. INTRODUCTION

The important role of human resources in the context of the organization is that the potential possessed by humans can be utilized to achieve success in achieving goals, both individually and

together in the context of the organization. Human resources (HR) are valuable assets in the organization that support smooth operations in accordance with the planning that has been prepared. Human resource management is an activity carried out so that an organization can be utilized effectively and efficiently to achieve various goals [1] .

In general, the purpose of public organizations is to provide the best service to the community. Human resources are a crucial factor in managing an organization, because the success of achieving organizational goals and targets is highly dependent on the quality of existing human resources. Human resources are the main driving force of an organization in carrying out all its activities in an effort to achieve goals [2] . All of these human resource potentials have an influence on the organization's efforts in planning the goals to be achieved by the organization. Seeing the importance of the position of human resources in an organization, it is appropriate for the organization to pay more attention through the policies taken.

Human resource management holds full control to be able to maintain the organization or company running according to the goals that have been attempted [1] . The importance of the role of human resources in the context of the organization is to improve employee performance, which is the key to achieving effectiveness and efficiency. Human resources must have good abilities in carrying out their duties, because these superior abilities directly contribute to improving employee performance.

**Performance**

Performance is one of the concepts in modern public management *(new public* management *)* which is used to determine the level of productivity of an organization or individual or group [3] . Mathias and Jackson in [4] that employee performance is basically what he does or does not do when doing his job. Rivai and Sagala in [4] . Today, organizational and individual performance is increasingly in the spotlight of society in carrying out service tasks to the community, along with the demands of a democratic climate in the implementation of government.

The indicators used for this research refer to Mangkunegara's theory (2009) in research [5] to measure employee performance at the Population and Civil Registration Service, Semarang Regency, Central Java, that the indicators of employee performance are as follows:

a. Quality of work is how well an employee does what he or she is supposed to do.
b. The quantity of work is how long an employee works in one day. This quantity of work can be seen from the working speed of each employee.
c. Task execution is how far employees are able to do their work accurately or without errors.
d. Responsibility for work is an employee's awareness of their obligation to carry out the work assigned by the company.
e. Independence is the level at which an employee will be able to carry out his/her work functions.
f. Work commitment is a level at which employees have a work commitment to the agency and employee responsibility towards the office.

One of the major challenges faced by bureaucracy is to carry out performance effectively and efficiently. So far, bureaucracy has been identified with complicated performance, full of corruption, collusion and nepotism and no definite standards [6] . The performance of bureaucratic employees must be reformed to be responsive to increasingly rapid changes, so that it is expected to create the performance of an apparatus that is able to work professionally. State Civil Apparatus (ASN) in an organization is required to be able to provide positive contributions through good performance, considering that organizational performance depends on employee performance. Employee performance, both individually and in groups, is very important for institutions in managing, organizing, administering, and using human resources, so that they can function productively, effectively, and efficiently.

**Table 1.** Average Data on Employee Attendance at Bulakamba District Office

| No | Month | Percentage |
|---|---|---|
| 1 | September 2022 | 77.40% |
| 2 | October 2022 | 77.60% |
| 3 | November 2022 | 78.50% |
| 4 | December 2022 | 78.70% |
| 5 | January 2023 | 78.50% |

| | | |
|---|---|---|
| 6 | February 2023 | 79.20% |
| 7 | March 2023 | 77.70% |
| 8 | April 2023 | 75.80% |
| 9 | May 2023 | 77.20% |
| 10 | June 2023 | 77.90% |
| 11 | July 2023 | 77.80% |
| 12 | August 2023 | 75.90% |
| 13 | September 2023 | 75.70% |

Source: Data from the District Offices of Brebes Regency, 2023

Based on table 1., attendance data shows that the percentage of employee attendance is still less effective and optimal. The attendance rate from September 2022 to September 2023 is still below 80%. There are still employees who violate the provisions of applicable regulations, such as work hours, work break hours and work leave hours. The Late Arrival classification is usually caused by several factors, such as traffic jams, oversleeping, personal or family needs, or other things. Meanwhile, Early Home itself usually occurs when the employee's leader is not in the office and there is no work to be done. Usually this encourages employees to go home before time, or there are personal or family needs but ask permission first. Another problem is that employees do not respect time and do not carry out their duties properly. This means that employee performance is still low.

The Sub-district Office as a public service unit is required to provide excellent service through improving the quality of human resources and a good work system. Based on Brebes Regent Regulation Number 102 of 2016 concerning Duties, Functions and Descriptions of Structural Positions of the Regional Apparatus of Brebes Regency, the function of the sub-district is to organize government and public services, organize social welfare, organize community and village empowerment activities, organize public order and security activities, and organize secretarial activities [7]

The Bulakamba District Office carries out various important activities including population administration, public services, government and institutions, development, health and education services, law enforcement and order, and other public services. Population administration activities include the issuance and extension of ID cards, Family Cards (KK), birth and death certificates, and resident relocation administration. In public services, the district office handles the issuance of certificates, business permits, and provides social services such as assistance for the underprivileged. The functions of government and institutions involve coordination between the sub-district government and the district and village governments, the implementation of Musrenbang (Development Planning Deliberation), and village supervision and guidance. In the field of development, activities include coordination and supervision of infrastructure projects and local economic development programs.

Health services are implemented through cooperation with community health centers to provide public health services, immunization programs, and health education, while education and socialization are carried out for various important issues. Law and order enforcement involves mediation of dispute resolution and security surveillance in collaboration with the police. In addition, the sub-district office also carries out counseling and socialization activities regarding government programs and provides integrated one-stop services for various types of administrative and licensing services. All of these activities are designed to ensure efficient and effective services for the community, as well as support development and welfare in the Bulakamba Sub-district area.

Routine activities carried out at the Bulakamba District Office include several important aspects that are carried out throughout the week and month. From Monday to Thursday, the main focus is on receiving and processing administrative population files such as KTP, KK, and birth and death certificates. Employees in this office ensure that all administrative data and documents are processed efficiently and accurately. Every Friday, there are activities that focus on health services and environmental cleanliness. Health counseling, immunization, and free health checks are often held for the community. In addition, environmental cleaning activities involving residents are also carried out to maintain the cleanliness and comfort of the surrounding area.

Saturdays are usually used for integrated services and socialization, where employees provide various types of licensing services as well as socialization regarding government programs that are relevant to the community. Every month, the sub-district office holds a sub-district Musrenbang (Development Planning Meeting), which involves village officials and the community to discuss the

annual development plan. This is an important forum to hear the aspirations of the community and ensure that the development plan is in accordance with local needs.

Through these activities, the Bulakamba District Office not only provides essential administrative services but also plays an active role in improving community welfare through health, development, and socialization programs. Thus, the district office functions as the administrative backbone and service center for residents, contributing significantly to development and sustainability in Bulakamba District, Brebes Regency.

**Work Culture**

A very influential factor in a government agency on employee performance is work culture. Based on PERMENPAN and Bureaucratic Reform of the Republic of Indonesia Number 39 of 2012 concerning Guidelines for Developing Work Culture, work culture is the nature and characteristics of a person and group of people based on values that are believed to be true and have become the nature and habits in carrying out their daily tasks. [8] . Work culture is basically the values that become a person's habits and determine the quality of a person's work [9] . Work culture values consist of integrity, collaboration, accountability, innovation, and justice [10] . A person who has good character, is religious, and has noble values will have good performance in the sense of being willing to work hard, be honest, anti-Corruption, Collusion and Nepotism (KKN), and always strive to improve the quality of his work results for the progress of the organization.

Work culture is an important part of an organization because an organization may not run well without a clear work culture [9] . According to Frinaldi, (2017) in [4] work culture is the foundation that underlies individuals, visible or invisible, through values, beliefs, understanding of work methods, norms, ways of thinking, and individual or group behavior. An employee's work culture in the work process greatly determines the achievement of organizational goals. Employee work culture can be seen from a sense of responsibility in carrying out the mandate, the profession they hold, and a sense of moral responsibility. Work culture can improve problem-solving skills, better understand the meaning of life and devotion as a state apparatus by working as well as possible and achieving in the work environment/agency [3] . The indicators used in this study according to Nurhadijah's theory (2017) in [11] are as follows: a) discipline, b) openness, c) mutual respect, cooperation.

Based on the results of field observations, it is clear that the culture of hard work and employee discipline has not yet developed. One example of the most common bad habits that employees do is in terms of implementing work hours. Many employees are often late for work and always go home earlier than the set work schedule. There are still employees who do not come to work without providing information and permission, more than the specified time, there are still employees who violate the provisions of working hours, absence without official written information, poor code of ethics, lots of storytelling, too relaxed at work and lack of awareness of work, there are still employees who have not been able to build good social relationships between fellow employees, there is often *miscommunication* between fellow employees, so that the achievement of work goals becomes less effective and efficient.

The role of work culture is very significant in determining employee performance, because its evolution will encourage each individual to adapt to the norms, values, and rules of the organization. The quality of the developing culture will affect the level of job satisfaction. A positive work culture needs to be maintained and improved collectively by leaders and members of the organization to comply with existing policies .

The results of the study indicate that there is a positive and significant influence between work culture on employee performance in Pejagalan Village, North Jakarta Administrative City [9] ; the independent variable (work culture) influences the dependent variable (employee performance) at the Regional Promotion and Investment Agency [3] ; there is an influence of work culture on employee performance [12] ; there is an influence of work culture on employee performance at the Ikamala Savings and Loan Cooperative [13] . Another study that is not in line was conducted by Kaesang, work culture does not influence employee performance [14] .

**Career Development**

In addition to work culture, factors that influence employee performance are employee career development . Work done with career development will make employees happy in the workplace, thus having an impact on improving performance. A career development system is basically needed to

improve employee performance, prevent performance degradation and improve employee quality [15] . Effective career management can basically reduce *the mismatch* between employees and their roles.

Career development is a condition that indicates an increase in a person's status in an organization on a career path that has been determined in the organization concerned [16] . Rivai (2006) in [17] , explains that career development is a process of increasing individual abilities achieved in order to achieve the desired career. Career development for employees of the District Office must adjust to the applicable Standard Operating Procedure (SOP). Employees have a fixed term of service in the organization and are in accordance with the needs of the organization. Providing development to employees can directly motivate employees to complete their tasks. The better the employee's career development, the higher the employee's work motivation. That a person's job satisfaction depends on whether or not he feels justice in the situation. Feelings of justice or injustice in a situation are obtained by comparing oneself with other people in the same class, office or elsewhere.

According to [18] career development indicators are as follows:

a. Career needs, assisting employees in aligning their own internal career needs.
b. Training, improving employee abilities or skills in operational areas.
c. Fair treatment in career, providing equal career opportunities to employees to develop themselves.
d. Career information, provides information on career needs needed to determine the possible positions that employees can achieve to develop their careers.
e. Promotion, providing greater recognition, position and service rewards to employees with high achievements.
f. Mutation, moving and placing employees in their positions based on employee work performance.
g. Workforce development, providing education and training programs for employees to improve their potential.

Based on the results of interviews with the Organizational Section of the Regional Secretariat, problems were obtained such as: lack of information and interest regarding career development, lack of employee motivation because they consider the workload given does not match the salary received , because until now most employees still have a bachelor's degree, not all employees have the opportunity to develop their careers, co-workers who have not supported the implementation of the work program, the work environment conditions that are still considered less conducive, and several other problems. This shows that with career development, employees feel certainty in the career that will be achieved in the future, so that it is balanced by providing optimal performance.

The results of the study showed that career development had a significant positive effect on employee performance [19] ; career development had a positive and significant effect on employee performance in Construction Division IV of PT. Adhi Karya (Persero) Tbk. Surabaya ; career development had a positive and significant effect on employee performance at the Bali Regional Development Bank, Seririt Branch [17] ; Another study that was not in line was conducted by Darmawan, stating that career development had no effect and was not significant on employee performance [20] .

**Job satisfaction**

Another factor that affects employee performance is job satisfaction. Performance is basically what employees do and do not do [21] . There is a reciprocal relationship between performance and job satisfaction. Job satisfaction is an emotional attitude that is pleasant and loves one's job [22] . Martoyo (2015) in [23] , job satisfaction is meant as an employee's emotional state where there is an intersection between employee values from a company/organization and the level of service desired by the employee concerned. Job satisfaction and performance are a relationship that is related to an organization. Job satisfaction and performance have a very close relationship. High employee job satisfaction will usually improve employee performance. Job satisfaction is important for employees to feel satisfied with what they get and will give more than what is expected and they will continue to try to work well for the organization, as well as the employee himself. Organizations that have employees with high levels of job satisfaction tend to be more productive and effective. An employee's job satisfaction is very dependent on things related to his work.

High job satisfaction contributes to improving employee performance in their organizational environment [24] . Job satisfaction is achieved when employee needs are met through the work they do. This is a pleasant or positive emotional condition that arises from an individual's assessment or

experience of their work. Too high a volume of work with limited ability to complete it causes performance to decline. Conditions that are caused by the absence of incentives and high abilities cause the quality of service provided to experience a stagnant condition.

Satisfaction Work employee on basically very individualistic and is something that really depends on the individual personalities of each employee . Employee dissatisfaction can occur at work what is done is not in accordance with What Which obtained from an organization. Employee dissatisfaction This m en i m a k i n things who does not wanted And can harm an organization Which concerned. For example, there is action m ogok Work, increasing employee absenteeism , declining employee performance, etc. Which ultimately will lower the performance of the organization themselves. For that reason , leaders should understand what employees need and know their desires. What makes employee satisfied And improve its performance, following all the consequences , including What And How many the bonus they will receive if their work target or goal is achieved . Thus, employees do not do things that No as it should be done.

Job satisfaction is a fairly interesting and important issue, because it has proven to be of great benefit to the interests of individuals, industry and society [25] . The satisfaction and dissatisfaction felt by employees can be seen from the large number of absences and the number of employees who leave and enter the organization. The higher the number of employees who come and go, the lower the level of employee satisfaction in working, because employees feel unsuitable for working there. The high number of employees who leave can also be caused by the organization's policy to reduce the number of employees so that efficiency can occur in the work process.

Job satisfaction is related to a person's feelings or attitudes about the job itself, salary, promotion or education opportunities, supervision, coworkers, workload and others. In realizing the vision and mission of an organization, it can utilize its human resources as optimally as possible. Human resources require individuals who are always qualified, highly dedicated, and professional so that they are able to provide meaningful contributions to an organization. Therefore, to realize it, competent, skilled and reliable human resources are needed in their fields. One way is by improving the organizational climate, career development, and job placement in the organization.

The indicators used in this study refer to Robbins' theory (1993) which is used to measure employee job satisfaction at CV Union Event Planer [26], namely: 1) satisfaction with the job itself, how much the job gives someone interesting tasks, opportunities to learn and opportunities to accept responsibility; 2) satisfaction with salary, how much financial reward is received and how much it is considered appropriate/fair compared to rewards in other organizations; 3) satisfaction with promotion, opportunities to advance in the organization; 4) satisfaction with supervision, the supervisor's ability to provide technical assistance and behavioral support; 5) satisfaction with coworkers, how much coworkers are technically skilled and socially supportive.

Bulakamba District Office, like many other local government offices, faces a number of issues that can affect the effectiveness of service delivery and public satisfaction. Lack of effective communication between staff and management that can lead to miscommunication and inefficiencies in task completion. Limited coordination with other government agencies and the community that can hinder the implementation of public programs and services. Insufficient number of staff available to handle the high workload. Limitations in staff skills and knowledge that can affect the quality of service.

Limited opportunities for employees to move up or develop their careers. Lack of ongoing training and development programs to improve employee competency. Salaries and benefits that are considered inadequate can reduce employee work motivation. An unsupportive work environment and less harmonious work relationships can affect employee satisfaction and productivity. Long and complex bureaucratic procedures that can slow down the completion of tasks and services to the community. Limited flexibility in dealing with rigid regulations and policies. Lack of community participation and awareness in various government and development programs. Limitations in outreach and socialization of important programs that affect the acceptance and implementation of these programs in the community.

By understanding and identifying these issues, the Bulakamba District Office can plan and implement appropriate solutions to improve the efficiency, effectiveness, and quality of services provided to the community. Some potential solutions include improving communication and coordination, investing in human resource development, improving facilities and infrastructure, and simplifying bureaucratic procedures.

## 3. METHOD STUDY

The research method used in this study is a quantitative method in the form of a survey, namely survey research used to explain causal relationships and hypothesis testing. The survey method is a research method used in large and small populations, but the data studied is data from samples taken from the population, so that relative events, distributions and relationships between sociological and psychological variables are found [27] . The type of research conducted is a case study, namely research that focuses on a particular object. This research is conducted directly in the agency by taking data that is relevant to the object of research. The existing data is then analyzed which will then produce conclusions. The conclusions obtained are only limited to the object being studied .

The dependent variable in this study is employee performance which is given the symbol Y, while the independent variables used in the study are work culture, career development, and job satisfaction. The location of this study was conducted at the Bulakamba District Office, Brebes Regency , located at Jalan Raya Klampok No. 70, Bulakamba District, Brebes Regency . The population in this study were all employees of the Bulakamba District Office, Brebes Regency, totaling 40 people. The sampling technique used was saturated sampling. , then the sample in this study was the entire population taken, namely all employees of the Bulakamba District Office, totaling 40 people.

Definition of variables is used to measure or observe a particular construct or concept in the context of research. Operational definition of variables is a view of the meaning or terms used in research. The operational definition used in this study is then described into empirical indicators, so the researcher groups the following operational definitions.

**a.** Work Culture ($X_1$)

**Table 2.** Operationalization of Variables Work Culture ($X_1$)

| Variables | Indicator | Statement |
|---|---|---|
| Culture Work ($X_1$) [28] | Habit | The behavior of each worker is guided by organizational policy (1) |
| | Law | Have character in implementing good rules (2) |
| | Openness | Have readiness to give and receive all input (3) |
| | Free will | Be honest and open (4) |

**b.** Career Development ($X_2$)

**Table 3.** Operationalization of Variables Career Development ($X_2$)

| Variables | Indicator | Question |
|---|---|---|
| Development Career ($X_2$) [18] | Career needs | Adapting career needs (1) |
| | | More motivated and satisfied with work (2) |
| | Training | Investing in individual potential (3) |
| | | Improving employee abilities or skills (4) |
| | Fair treatment in a career | Providing equal opportunities in career (5) |
| | | Have equal access to career development opportunities (6) |
| | Career information | Career needs information (7) |
| | | Encourage greater commitment to their work (8) |
| | Promotion | Recognition of achievement (9) |
| | | Strengthening a positive work culture (10) |
| | Mutation | Based on employee performance (11) |
| | | Transparent and performance-based mutations (12) |
| | Workforce development | Given the opportunity to continue learning, growing, and developing (13) |
| | | Increasing potential within oneself (14) |

**c.** Job Satisfaction ($X_3$)

**Table 4.** Operationalization of Variables Job satisfaction ($X_3$)

| Variables | Indicator | Question |
|---|---|---|
| Job Satisfaction ($X_3$) [26] | Satisfaction with the job itself | Current job is interesting and challenging according to ability (1) |
| | | Current work is supported by facilities provided by the organization (2) |
| | Satisfaction with salary | The salary received is sufficient and appropriate, based on the job responsibilities given and can cover daily living needs (3) |
| | | Salary increase based on work performance and responsibility for the job (4) |
| | Satisfaction with promotion | Assessment for promotion based on employee achievements and work results (5) |
| | | There are open opportunities for promotion for employee career advancement (6) |
| | Satisfaction with supervision | Bosses have high work motivation and treat employees well (7) |
| | | The boss is willing to listen to suggestions, criticism and opinions from his subordinates (8) |
| | Satisfaction with coworkers | Coworkers who help and support each other in completing work (9) |
| | | Coworkers can create a harmonious working atmosphere with each other (10) |

**d.** Employee Performance (Y)

**Table 5.** Operationalization of Variables Employee Performance (Y)

| Variables | Indicator | Question |
|---|---|---|
| Employee Performance (Y) [5] | Quality of work | Precise, efficient and up to standards (1) |
| | | A person's ability and competence in carrying out his/her duties (2) |
| | Quantity of work | Work speed of each employee (3) |
| | | Time efficiency and productivity (4) |
| | Execution of tasks | Accurate or error free (5) |
| | | Quality and reliable services to the community (6) |
| | Responsibility | Awareness of employee obligations (7) |
| | | Full of integrity, professionalism and honesty (8) |
| | Independence | The level at which an employee works (9) |
| | | Overcome challenges and solve problems faster and more efficiently (10) |
| | Work commitment | Work commitment with agency (11) |
| | | Identifying employees with potential for development (12) |

Research instruments are activities used by researchers to obtain information from consumers in the form of questionnaires containing a number of questions. The questionnaire instrument used for work culture variables consists of 8 statement items, career development variables consist of 14 statements, job satisfaction variables consist of 10 statements and employee performance variables consist of 12 statements. The data that has been obtained will be processed using the SPSS program. The instruments are tested for validity and reliability. The classical assumption tests used consist of normality tests, multicollinearity tests, and heteroscedasticity tests.

## 4. RESULTS AND DISCUSSION

### a. Research Instrument Test

#### Validity Test

Validity testing is conducted to assess the validity of an instrument, in this case a questionnaire. A questionnaire is said to be valid if the questions or statements in it are able to measure the aspects that the questionnaire wants to measure [21]. Validity testing usually involves correlating the scores of question items or statements with the total score of the construct measured by the questionnaire. If the r-count value is greater than the r-table at a significance of 0.3961, then the question item or

statement is considered valid. The following are the results of the validity test:

**Table 6.** Validity Test Results

| Questionnaire Items | Work Culture ($X_1$) | Career Development ($X_2$) | Job satisfaction ($X_3$) | Employee Performance (Y) | Mark r table | Caption |
|---|---|---|---|---|---|---|
| 1 | .800 | .682 | .784 | .633 | | |
| 2 | .751 | .714 | .777 | .661 | | |
| 3 | .817 | .505 | .898 | .729 | | |
| 4 | .729 | .601 | .731 | .576 | | |
| 5 | .583 | .298 | .783 | .648 | | |
| 6 | .705 | .539 | .876 | .608 | | |
| 7 | .622 | .613 | .926 | .657 | 0.361 | Valid |
| 8 | .788 | .626 | .842 | .793 | 0 | |
| 9 | | .571 | .732 | .740 | | |
| 10 | | .640 | .710 | .795 | | |
| 11 | | .588 | | .608 | | |
| 12 | | .586 | | .518 | | |
| 13 | | .648 | | | | |
| 14 | | .278 | | | | |

Source: Processed data

Based on table 8, it indicates that all variables have a calculated r value above the r table of 0.3610, which means that all instruments are valid.

**Reliability Test**

The following are the results of the reliability test.

**Table 7.** Reliability Test Results

| Variables | Cronbach Alpha | Critical Value | Information |
|---|---|---|---|
| Work Culture ($X_1$) | 0.914 | 0.6 | *Reliable* |
| Career Development ($X_2$) | 0.887 | 0.6 | *Reliable* |
| Job Satisfaction ($X_3$) | 0.955 | 0.6 | *Reliable* |
| Employee Performance (Y) | 0.885 | 0.6 | *Reliable* |

Source: Processed data

Based on table 7, the results of the reliability test, all variables are reliable because *the Cronbach's* Alpha value is ≥ 0.60. Therefore, the statement instrument in this study is said to be reliable or can be trusted as a measuring tool for variables and can be used for further testing.

**Normality Test**

The following are the results of the normality test.

**Table 9.** Normality Test Results

**One-Sample Kolmogorov-Smirnov Test**

| | | | Unstandardized Residual |
|---|---|---|---|
| N | | | 40 |
| Normal Parameters [a,b] | Mean | | .0000000 |
| | Std. Deviation | | 2.87733485 |
| Most Extreme Differences | Absolute | | .168 |
| | Positive | | .084 |
| | Negative | | -.168 |
| Test Statistics | | | .168 |
| Asymp. Sig. (2-tailed) | | | .006 [c] |
| Monte Carlo Sig. (2-tailed) | Sig. | | .187 [d] |
| | 99% Confidence Interval | Lower Bound | .177 |
| | | Upper Bound | .197 |

Source: Processed data

Based on the test results in table 8, *the Kolmogorov-Smirnov* value indicated by Asymp.Sig (2- *tailed*) is above 0.05 or 5%, which is 0.067, so the variables in this study are normally distributed, which means that the normality assumption is met.

**Multicollinearity Test**

Multicollinearity test is used to determine the presence of multicollinearity problems by analyzing the magnitude of *the Variance Invelantions Factor* (VIF) and Tolerance. If VIF > 10, it means that there is a correlation between independent variables and vice versa. Then if the VIF value < 10, it means that there is no correlation between variables. The following are the results of the multicollinearity test.

**Table 9.** Multicollinearity Test Results

Coefficients [a]

| Model | | Collinearity Statistics Tolerance | VIF |
|---|---|---|---|
| 1 | Work_Culture_X1 | .776 | 1.289 |
| | Career_Development_X2 | .740 | 1,351 |
| | Job_Satisfaction_X3 | .688 | 1,453 |

a. Dependent Variable: Employee_Performance_Y

Source: Processed data

The results of the Collinearity Statistics analysis on this model reveal the Tolerance and VIF *(Variance Inflation Factor) statistics* for each variable. Low *Tolerance indicates a high level of multicollinearity, while high VIF also indicates the presence of multicollinearity in the model.* The VIF value of each *independent variable is ≤ 10 and the Tolerance* value is ≥ 0.10.

**Heteroscedasticity Test**

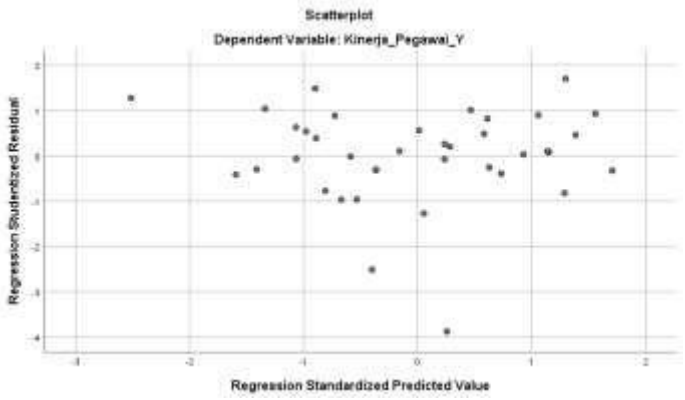



**Figure 1.** Heteroscedasticity Test Results

In Figure 1, it is shown that the resulting scatterplot can be concluded that there is no heteroscedasticity because the plot spreads randomly and does not form a pattern. The results of the heteroscenity test in this study are in accordance with the statement that the dots form a clear pattern and spread above and below the Y axis which means that there is no heteroscedasticity.

Heteroscedasticity test is used to determine whether there is inequality of variance between the residuals of one observation to another. Identification of the presence or absence of heteroscedasticity in this study is carried out by looking at the presence or absence of a certain pattern in the *scatterplot* graph between SRESID and ZPRED and using the *Spearman* Heteroscedasticity test. The following are the results of the heteroscedasticity test.

**Partial t-Test**

The following are the results of the t-test (partial).

**Table 10.** t-Test Results (Partial)

| Coefficients [a] | | | | | |
|---|---|---|---|---|---|
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | B | Std. Error | Beta | | |
| 1 (Constant) | 4.775 | 5,917 | | .807 | .425 |
| Work_Culture_X1 | .481 | .145 | .376 | 3.327 | .002 |
| Career_Development_X2 | .287 | .102 | .325 | 2,814 | .008 |
| Job_Satisfaction_X3 | .295 | .110 | .320 | 2,666 | .011 |

a. Dependent Variable: Employee_Performance_Y

Source: Processed data

Based on table 10, the probability value of the independent variable, namely work culture (X1 ) is 3.327 at the test level α = 5%. While the t table value (df = nk) or (df = 40-3-1) at the test level of 0.05 is known to be 2.02809 (see the attached t table). Based on the comparison of the calculated t value with the t table, the calculated t value of work culture ($X_1$) is obtained > t table (3.327 > 2.02809). In addition, the significance value (Sig) of the work culture variable ($X_1$) is 0.002 <Sig value. 0.05, which means that *there is a positive and significant influence of the work culture* variable on employee performance at the Bulakamba District Office, Brebes Regency.

The probability value of the independent variable is career development. ($X_2$) is 2.814 at the test level α = 5%. While the t table value (df = nk) or (df = 40-3-1) at the test level of 0.05 is known to be 2.02809 *(see the t table attachment).* Based on the comparison of the calculated t value with the t table, the calculated t value of career development ($X_2$) is obtained > t table (2.814 > 2.02809). In addition, the significance value (Sig) of the career development variable ($X_2$) is also obtained at 0.008 < Sig value. 0.05, at the test level α = 5%, which means that there is a positive and significant influence of the career development variable on employee performance at the Bulakamba District Office, Brebes Regency.

The probability value of the independent variable, namely job satisfaction (X3 ) is 2.666 at the test level α = 5%. While the t table value (df = nk) or (df = 40-3-1) at the test level of 0.05 is known to be 2.02809 (see the attached t table). Based on the comparison of the calculated t value with the t table, the calculated t value of job satisfaction ($X_3$) is obtainde > t table (2.666 > 2.02809). In addition, the significance value (Sig) of the job satisfaction variable ($X_3$) is also obtainde at 0.011 <Sig value. 0.05, at the test level α = 5%, which means that there is a positive and significant influence of the job satisfaction variable on employee performance at the Bulakamba District Office, Brebes Regency.

Based on the results of multiple linear regression analysis, the following multiple linear regression equation was obtained :$Y = 4.775 + 0.481\ X1 + 0.287\ X2 + 0.295\ X3 + e$

a. value of α = 4.775, shows a positive number indicating that if the value of the regression equation of work culture, career development, and job satisfaction is considered constant, then the average employee performance at the Bulakamba District Office, Brebes Regency, fell by 4.775.
b. the work culture coefficient of $\beta_1 = 0.481$, shows a positive number, meaning that if the work culture increases by one unit, employee performance will increase by 0.481 and vice versa. Assuming career development and job satisfaction are in constant condition. In other words, if career development and job satisfaction have a fixed value (do not change ), then every increase in work culture will increase employee performance at the Bulakamba District Office, Brebes Regency by 0.481.
c. The value of the career development coefficient of $\beta_2 = 0.287$ , shows a positive number, meaning that if career development increases by one unit, employee performance will increase by 0.287 and vice versa. Assuming work culture and job satisfaction are in constant condition. In other words, if work culture and job satisfaction have fixed values (do not change), then every increase Career development will improve employee performance at the Bulakamba District Office, Brebes Regency 0.287 .
d. coefficient value of $\beta_3 = 0.295$ , shows a positive number, meaning that if job satisfaction increases by one unit, employee performance will increase by 0.295 and vice versa. Assuming work culture and career development are in constant condition. In other words, if work culture and career

development have a fixed value (do not change), then every increase in job satisfaction will increase employee performance at the Bulakamba District Office, Brebes Regency by 0.295 .

**Simultaneous Test**

The following are the results of the simultaneous test.

**Table 11.** Simultaneous Test Results (F)

ANOVA [a]

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 583,892 | 3 | 194,631 | 21,700 | .000 [b] |
| | Residual | 322,883 | 36 | 8,969 | | |
| | Total | 906,775 | 39 | | | |

a. Dependent Variable: Employee_Performance_Y
b. Predictors: (Constant), Job_Satisfaction_X3, Work_Culture_X1, Career_Development_X2

Source: Processed data

on table 11 , the results of the Simultaneous Test (F Test), are indicated by a significance level of 0.00. The resulting significance value is smaller than 0.05 or F table > F count = 21,700 > 2.63 . The F table of 2.46 was obtained by looking at the F table with a degree of df = 1 ( 40-3-1 ) at a significance level of 0.05 .

The significance of the influence of independent variables simultaneously (together) on the dependent variable is done by looking at the calculated F probability (Sig. F value) of all independent variables at the test level α = 5%. If the calculated F probability is smaller than the research test level (Sig. F < α) then $H_0$ is rejected and $Ha_{is}$ accepted, which means that the independent variables simultaneously (together) have a significant influence on the dependent variable.

Because the significance level on the Anova test is 0.000 below 0.05 and F table > F is calculated, it can be concluded that Ho is rejected and Ha is accepted, meaning that there is a joint influence between the variables of work culture, career development, and job satisfaction on employee performance, so this means that the variables of employee performance can be significantly explained by work culture, career development, and job satisfaction.

**Determination Test ($R^2$)**

**Table 12.** Determination Test Results

Model Summary [b]

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .802 [a] | .644 | .614 | 2.99483 |

a. Dependent Variable: Employee_Performance_Y
b. Predictors: (Constant), Job_Satisfaction_X3, Work_Culture_X1, Career_Development_X2

Source: Processed Data

Based on table 12, the coefficient of determination (KD) is used to measure how much the *independent* variable is able to explain the *dependent variable* . Table 13 shows the Adjusted R Square value of 0.614 or 61.4%, meaning that the *independent* variables of Work Culture ($X_1$), Career Development ($X_2$) and Job Satisfaction ($X_3$) , in explaining and predicting the Employee Performance variable (Y) by 61.4%, and the remaining 38.6% is explained by other variables outside the study.

**Discussion of Research Results**

**a. Culture The influence of work culture on employee performance at the Bulakamba District Office, Brebes Regency**

The results of this study prove that work culture has a positive and significant effect on employee performance at the Bulakamba District Office, Brebes Regency , meaning that ***the first hypothesis can be accepted.*** The results of this study prove that work culture has a positive and

significant effect on employee performance at the Bulakamba District Office, Brebes Regency, meaning that the first hypothesis can be accepted. Thus, it can be concluded that the better the work culture applied in the work environment, the better employee performance will be. A positive work culture includes values, norms, and behaviors that are adopted and carried out by all employees in the office. When employees feel comfortable and supported by a conducive work environment, they will be more motivated to work well and achieve organizational goals.

Furthermore, this study found that aspects of work culture such as cooperation, effective communication, and appreciation for individual performance play an important role in improving employee performance. Good cooperation between employees allows for more efficient task completion and reduces the possibility of conflict. Open and effective communication helps in conveying the right information and speeding up the decision-making process. In addition, awards given for good performance can increase employee enthusiasm and motivation to continue to perform at a high level.

That a strong and positive work culture can be one of the key factors in improving organizational performance. Therefore, it is important for the management of the Bulakamba District Office to continue to develop and strengthen the existing work culture. This can be done through training and development, improving internal communication, and recognizing and rewarding employee performance. With these steps, it is hoped that employee performance can continue to be improved, so that the organization's strategic goals can be achieved more effectively and efficiently.

The results of this study are in line with previous studies such as: organizational culture has a positive and significant effect on employee performance at PT Federal International Finance - Medan [18] ; work culture has a positive and significant effect on employee performance [29] ; there is a positive and significant effect between work culture and employee performance at Pejagalan Village, North Jakarta Administrative City [9] ; there is a positive and significant effect of organizational culture on performance [30] ; organizational culture has a positive and significant effect on employee performance [31] ; that organizational culture has an effect on employee performance both partially and simultaneously [32] ; there is a significant effect of organizational culture on employee performance [33]

**b. The influence of career development on employee performance at the Bulakamba District Office, Brebes Regency**

The results of this study prove that career development has a positive and significant effect on employee performance at the Bulakamba District Office, Brebes Regency , meaning that *the second hypothesis can be accepted.* The results of this study prove that career development has a positive and significant effect on employee performance at the Bulakamba District Office, Brebes Regency, meaning that the second hypothesis can be accepted. This finding indicates that career development efforts undertaken by the office have succeeded in improving employee performance. Career development that includes training programs, further education, and opportunities for promotion and job rotation have a positive impact on improving employee abilities and motivation in carrying out their duties and responsibilities.

More specifically, this study found that training programs relevant to employees' jobs greatly contribute to improving work competence and efficiency. In addition, continuing education facilitated by the office provides opportunities for employees to deepen their knowledge and skills, which in turn improves the quality of their performance. Opportunities for promotion and job rotation are also important factors that motivate employees to work harder and show optimal performance, because they see clear career prospects within the organization.

The management of Bulakamba District Office needs to continue to invest in sustainable career development programs. By providing the right support for employee professional development, not only will individual performance improve, but also the overall performance of the organization. Through this strategy, the office can ensure that they have a competent and motivated workforce, who are ready to face challenges and achieve organizational goals effectively and efficiently.

The results of this study are in line with previous studies such as: career development has a positive and significant effect on employee performance at PT. Pegadaian Cabang Persero Ende [34] ; career development has an effect or relationship with employee performance [35] ; career development partially has a significant effect on employee performance [36] ; career development

has an effect on employee performance [37] .

**c. The influence of job satisfaction on employee performance at the Bulakamba District Office, Brebes Regency**

The results of this study prove that job satisfaction has a positive and significant effect on employee performance at the Bulakamba District Office, Brebes Regency , meaning that *the third hypothesis can be accepted.* The results of this study prove that job satisfaction has a positive and significant effect on employee performance at the Bulakamba District Office, Brebes Regency, meaning that the third hypothesis can be accepted. These findings indicate that when employees are satisfied with their jobs, they tend to show better performance. High job satisfaction reflects employees' positive feelings about various aspects of their jobs, including salary, work environment, relationships with superiors and coworkers, and opportunities for development.

The study revealed that aspects such as fairness in task distribution, recognition for achievements, and work-life balance play a significant role in increasing job satisfaction. Employees who feel that they are treated fairly and appreciated for their contributions are more motivated to perform better. In addition, a well-maintained work-life balance helps employees to remain productive and mentally healthy, which ultimately contributes positively to their performance.

That high job satisfaction will have a positive impact on employee performance. Therefore, it is important for the management of the Bulakamba District Office to continue to monitor and improve the level of job satisfaction of their employees. This can be done through various initiatives such as providing awards, creating a conducive work environment, and providing fair and transparent career development opportunities. Thus, the office can ensure that their employees remain motivated and contribute maximally to the achievement of organizational goals.

The results of this study are in line with previous studies such as: job satisfaction also has an effect on employee performance [24] ; job satisfaction has a positive and insignificant effect on employee performance [38] ; that career development and job satisfaction have a significant positive effect on employee performance, career development has a significant positive effect on job satisfaction [19]

**d. The influence of work culture, career development, and job satisfaction together on employee performance at the Bulakamba District Office, Brebes Regency**

The results of this study prove that work culture, career development, and *job satisfaction* have a positive and significant effect on employee performance at the Bulakamba District Office, Brebes Regency , meaning that *the fourth hypothesis is accepted.* The results of this study prove that work culture, career development, and job satisfaction together have a positive and significant effect on employee performance at the Bulakamba District Office, Brebes Regency, meaning that the fourth hypothesis is accepted. These findings indicate that the combination of these three factors plays an important role in improving employee performance. When a good work culture is implemented, career development opportunities are provided, and employee job satisfaction is maintained, the result is optimal employee performance.

The study found that a positive work culture creates an environment conducive to employees working effectively. Values such as teamwork, good communication, and appreciation for individual contributions help build a supportive work environment. This allows employees to feel valued and motivated, which in turn improves their performance. A strong work culture also helps in completing tasks efficiently and encourages innovation.

In addition, continuous career development has a significant positive impact on employee performance. With training programs and opportunities for further education, employees can continue to improve their skills and competencies. Fair promotions and job rotations also provide additional motivation for employees to work harder and achieve better results. Effective career development ensures that employees feel valued and have long-term prospects in the organization, which encourages them to contribute optimally.

Job satisfaction is also a key factor that influences employee performance. When employees are satisfied with their jobs, both in terms of compensation, work environment, and employee relationships, they tend to be more productive and have a high commitment to their jobs. High job satisfaction creates a positive work atmosphere, reduces stress levels, and increases employee loyalty. By maintaining employee job satisfaction, management can ensure that they remain motivated and contribute effectively to achieving organizational goals. Overall, the results of this

study emphasize the importance of paying attention to work culture, career development, and job satisfaction to improve employee performance at the Bulakamba District Office

## 5. CONCLUSION

Based on the results of the study and discussion, it can be concluded that work culture has a positive and significant effect on employee performance at the Bulakamba District Office, Brebes Regency by 48.1%. A supportive work environment, strong values, and norms that are implemented consistently help increase employee motivation and productivity. Career development has a positive and significant effect on employee performance at the Bulakamba District Office, Brebes Regency by 28.7%. Training programs, further education, and opportunities for promotion and job rotation have a positive impact on increasing employee skills and motivation. Job satisfaction has a positive and significant effect on employee performance at the Bulakamba District Office, Brebes Regency by 29.5%. Job satisfaction was found to be an important factor that has a positive and significant effect on employee performance. Satisfaction with salary, work environment, and relationships between employees contribute to increasing employee productivity and commitment to their work. Work culture, career development, and job satisfaction together have an effect on employee performance at the Bulakamba District Office, Brebes Regency by 61.40%, the remaining 38.60% is influenced by other variables not examined in this study.

### Suggestion

For the Bulakamba District Office, Brebes Regency, management is advised to continue to develop a positive work culture by promoting the values of collaboration, effective communication, and appreciation for individual performance. Work culture training programs can be held periodically to strengthen these values. In addition, management needs to expand and improve career development programs for employees, including providing relevant training and opportunities for further education. A transparent and fair promotion and job rotation system is also important to implement to provide equal opportunities. In terms of employee welfare, attention to factors such as work-life balance, fair compensation, and a supportive work environment is essential. Employee welfare programs and awards for good performance can be positive steps to increase employee job satisfaction and loyalty. On the other hand, employees are expected to actively participate in building and maintaining a positive work culture by implementing the values of collaboration, communicating effectively, and respecting each other. In addition, they are also expected to take advantage of every opportunity provided by the office for career development, including attending training, further education, and participating in promotion and job rotation programs to improve their skills and competencies. Maintaining a balance between work and personal life is also important, employees are expected to contribute to a positive work environment by supporting co-workers and providing constructive input to create a more conducive work atmosphere.

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