

The Effect of Bureaucratic Simplification, Career Development and Work Culture on Employee Performance Through Job Satisfaction at the Regional Secretariat of Mojokerto Regency, East Java

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Abstract

This study examines the influence of bureaucratic simplification, career development, and work culture on job satisfaction and employee performance at the Regional Secretariat Office of Mojokerto Regency. The research aims to analyze: 1) the direct effects of bureaucratic simplification, career development, and work culture on job satisfaction and employee performance; 2) the mediating role of job satisfaction in the relationships between bureaucratic simplification, career development, work culture, and employee performance. The population consisted of 132 Civil Servants (PNS), with 111 civil servants selected as the sample based on specific criteria. Primary data was collected through Google Forms distributed to the respondents. The study used an explanatory research approach and data was analyzed using Smart Partial Least Squares (SPLS) to model the relationships. A t-test was used to test the hypotheses. The results show that bureaucratic simplification, career development, and work culture significantly affect job satisfaction. Career development significantly influences employee performance, while work culture and bureaucratic simplification did not have a direct effect on employee performance. Additionally, job satisfaction was found to significantly mediate the effect of bureaucratic simplification, career development, and work culture on employee performance. These findings suggest that improving job satisfaction can enhance the effects of organizational factors like career development and work culture on employee performance.

Keywords: Bureaucratic Simplification, Career Development, Work Culture, Job Satisfaction Employee Performance

INTRODUCTION

Employees can work effectively in accordance with societal expectations if they feel satisfied with what they receive and experience in their work. Employees who do not achieve job satisfaction will never attain psychological fulfillment, and eventually, negative attitudes and behaviors may arise, leading to frustration. On the other hand, satisfied employees tend to work more effectively, demonstrating enthusiasm, proactivity, and better performance in service delivery compared to dissatisfied employees (Sutrisno, 2016)

In addition, employee performance is a key focus for organizations, as the success or failure of an organization in achieving its goals is closely tied to the performance of its employees. Government apparatuses, also referred to as Civil Servants, serve as the backbone of governance, and their performance must be enhanced to improve public services. Employee performance is assessed based on *Permenpan RB*

Number 6 of 2022 concerning the Performance Management of the State Civil Apparatus. According to this regulation, Employee Performance Targets (*SKP*) are evaluated based on two categories: work results and work behavior. Work results encompass individual success measures, performance indicators, targets, and perspectives, while work behavior includes service orientation, accountability, harmony, loyalty, adaptability, and collaboration.

Regent Regulation Number 73 of 2021 concerning the Position, Organizational Structure, Duties, Functions, and Work Procedures of the Regional Secretariat of Mojokerto Regency states that the Regional Secretariat assists the Regent in policy formulation, administrative coordination, and the implementation of regional apparatus duties and administrative services. Employees in the Regional Secretariat play a crucial role in executing government tasks, including policy management, administration, and public service delivery. Job satisfaction and employee performance at the local level directly impact the effectiveness and efficiency of government administration in Mojokerto Regency.

The performance appraisal system has often been implemented merely to fulfill administrative requirements, such as promotions or other personnel management needs. However, employee performance remains an area requiring improvement for greater effectiveness and efficiency. This is evident from persistent issues, such as suboptimal work quality, reflected in some employees' inability to meet activity program reporting targets.

Career development factors also influence employee performance. Career development refers to personal improvements undertaken by individuals to achieve career plans set by their organization (Supardi, 2016). Thus, the career development process within an organization follows a predetermined path. A clear career trajectory motivates employees to strive toward their goals by planning their development and seeking relevant career advancement information.

Work culture is another critical factor influencing organizational performance. Work culture encompasses the norms, beliefs, and values that shape employee behavior, ultimately affecting organizational outcomes. A strong work culture correlates with higher job satisfaction, while a weak culture leads to lower satisfaction. A positive work culture fosters motivation, encouraging employees to work more productively and align with organizational goals.

In addition to the phenomena, a research gap exists regarding the impact of bureaucratic simplification on job satisfaction and employee performance. Mulyati and Setyawati (2024) found that bureaucratic simplification positively and significantly affects both job satisfaction and employee performance.

Further research by Hidayat and Efendi (2024) indicates that career development has the greatest influence on job satisfaction and employee performance. However, contradicting this, Saefullah (2022) found that career development has no effect on job satisfaction. Similarly, Saepudin and Noorzaman (2023) concluded that career development does not significantly influence career performance.

Meanwhile, Junaidi and Marantika (2022) found that work culture has no effect on employee job satisfaction, whereas Rahmi et al. (2024), and Efrinawati et al. (2022) demonstrated that work culture significantly impacts job satisfaction. Junaidi and Marantika (2022) also reported that work culture does not affect employee performance, but Iryani et al. (2024), Efrinawati et al. (2022) and Rahmi et al. (2024) argued that work culture significantly enhances performance.

Job satisfaction is a critical area of study in human resource management, as it correlates with strong employee and organizational performance. Organizations continually strive to improve employee performance to achieve their objectives. Thus, employee performance significantly influences

organizational success—high performance drives progress, while poor performance hampers it. Therefore, fostering strong employee performance and achievements is essential.

Equally important, maintaining job satisfaction presents a challenge for organizations but offers substantial benefits. For instance, satisfied employees are more likely to be productive and remain loyal (Javed & Hassan, 2022). The urgency of this research lies in analyzing and addressing the influence of bureaucratic simplification, career development, and work culture on employee performance through job satisfaction within the Regional Secretariat of Mojokerto Regency. This study aims to contribute significantly to human resource management literature and provide practical insights for policymakers in the Regional Secretariat and similar institutions.

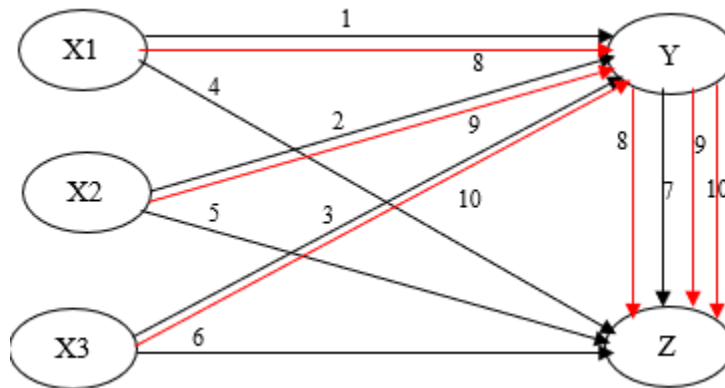


Figure 1: Research Hypothesis Framework

information

X1= bureaucratic simplification

X2= career development

X3= work culture

Y = job satisfaction

Z= performance

Direct influence

Indirect influence

Based on these images, the hypothesis of this study is explained as follows:

Hypothesis 1: Bureaucratic simplification has a significant effect on job satisfaction, developed from the results of research: Mulyati and Setyawati (2024)

Hypothesis 2: career development has a significant effect on job satisfaction, developed from the results of research: Mulyati and Setyawati (2024), Hidayat and Efendi (2024), Saefullah (2022), Akbar and Hermiati (2023).

Hypothesis 3: work culture has a significant effect on job satisfaction, developed from the results of research: Mulyati and Setyawati (Mulyati & Setyawati, 2024), Junaidi and Marantika (2022), Efrinawati et al. (2022), Akbar and Hermiati (2023), Rahmi, et al (2024), Ma'muroh et al. (2023)

Hypothesis 4: bureaucratic simplification has a significant effect on employee performance, developed from the results of research: Mulyati and Setyawati (2024), Hypothesis 5: career development has a significant effect on employee performance, developed from the results of research: Mulyati and Setyawati (2024), Pakualam et al. (2023), Saepudin and Noorzaman (2023), Akbar and Hermiati (2023)

Hypothesis 6: work culture has a significant effect on employee performance, developed from the results of research: Mulyati and Setyawati (2024), Efrinawati et al. (2022), Akbar and Hermiati (2023), Rahmi, et al (2024), Sukartini and Gaol (2022), Ma'muroh et al. (2023)

Hypothesis 7: job satisfaction has a significant effect on employee performance, developed from the results of research: Mulyati and Setyawati (2024), Junaidi and Marantika (2022) Yudi and Supriadi (2022), Hidayat and Efendi (2024), Kurnianigsih and Okparizan (2024), Pakualam et al. (2023), Kurniawan (2018) Efrinawati et al. (2022), Akbar and Hermiati (2023), Rahmi, et al (2024), Ma'muroh et al. (2023)

Hypothesis 8: Bureaucratic simplification has a significant effect on employee performance through job satisfaction, developed from the results of research: Mulyati and Setyawati (2024)

Hypothesis 9: career development has a significant effect on employee performance through job satisfaction, developed from the results of research: Mulyati and Setyawati (2024)

Hypothesis 10: Work culture has a significant effect on employee performance through job satisfaction, developed from the results of the research: Mulyati dan Setyawati (2024)

RESEARCH METHODS

This research adopts an explanatory approach to analyze the relationships between bureaucratic simplification, career development, work culture, job satisfaction, and employee performance at the Mojokerto Regency Regional Secretariat Office. The study employs a quantitative methodology, collecting primary data on the research variables. The population comprises 132 Civil Servants (*Pegawai Negeri Sipil* or *PNS*), with a sample of 111 selected through purposive sampling based on predefined inclusion criteria to ensure relevance to the study.

The research instrument consists of structured questionnaires aligned with established theoretical frameworks. Variable indicators were adapted from regulatory and scholarly sources: bureaucratic simplification (X_1) follows *PERMENPAN RB* No. 28/2019, career development (X_2) refers to *PP* No. 17/2020, and work culture (X_3) adheres to *SE MENPAN RB* No. 20/2021. Job satisfaction (Y) and employee performance (Z) were measured using indicators derived from organizational behavior and motivation literature. Content validity was ensured through expert review, and reliability was confirmed via Cronbach's alpha (threshold: ≥ 0.70).

Data collection was conducted using Google Forms, distributed to eligible respondents. Participants provided perceptions on the study's variables, and responses were analyzed using Smart Partial Least Squares (SmartPLS) software to model latent variable relationships. Hypothesis testing employed t-tests to evaluate the significance of direct and mediating effects, with a focus on job satisfaction's mediating role between the independent variables (bureaucratic simplification, career development, work culture) and employee performance.

RESULT AND DISCUSSION

The results of data analysis and hypothesis test results were used by SPLS, summarized in table 1 below:

Table 1. Summary of SPLS Analysis Results

Information	p-value	Conclusion of Hypotheses
H1: X1 => Y (direct influence)	0.001 < 0.05	Accepted
H2: X2 => Y (direct influence)	0.013 < 0.05	Accepted
H3: X3 => Y (direct influence)	0.002 < 0.05	Accepted
H2: X1 => Z (direct influence)	0.231 > 0.05	Rejected
H4: X2 => Z (direct influence)	0.010 < 0.05	Accepted
H5: X3 => Z (direct influence)	0.063 > 0.05	Rejected
H7: Y => Z (direct influence)	0.000 < 0.05	Accepted
H8: X1 => Y => Z (indirect influence)	Specific Indirect Effects p-value 0.004 < 0.05	Accepted
H9: X2 => Y => Z (indirect influence)	Specific Indirect Effects p-value 0.025 < 0.05	Accepted
H10: X3 => Y => Z (indirect influence)	Specific Indirect Effects p-value 0.007 < 0.05	Accepted

Source: primary data processed by researchers in 2024

DISCUSSION

The Effect of Bureaucratic Simplification on Job Satisfaction

This research proves that bureaucratic simplification has an effect on employee job satisfaction in the Mojokerto Regency Regional Secretariat. This can be interpreted that if bureaucratic simplification is enforced, job satisfaction will also be higher, and vice versa. The implementation of bureaucratic simplification through the equalization of administrative positions to functional positions based on expertise and skills, employees will feel more relevant to the tasks they perform so as to increase their satisfaction with their work.

In general, the simplification of bureaucracy (equalization of administrative positions to functional positions) in the Regional Secretariat of Mojokerto Regency has been carried out well, but the completion of bureaucratic simplification through equalization of positions does not mean that the problem of bureaucratic simplification has been completed. New problems have arisen related to the development of the competencies of each Functional Officer as a result of the Equalization. The Equalization JFs within the Regional Secretariat of Mojokerto Regency must immediately upgrade themselves to meet the minimum competency standards in their respective positions, one of which is through functional training. Apart from the new problems that arise, the simplification of bureaucracy through equalization of positions will spur employees to improve their self-competence in achieving job satisfaction consisting of the job itself, salary, co-workers, promotions and supervisors.

Bureaucratic simplification itself is an effort made by local governments, ministries, and institutions to realize clean and good governance. Bureaucratic simplification in the stage of equalizing administrative positions to functional positions is expected to continue to have a career up through functional positions according to their expertise so that the quality of the civil servant will always improve in one concentration of expertise that he or she likes so that it is expected to have a big effect on the quality of public services in general and a great influence on the job satisfaction of employees in particular.

Job satisfaction according to Sutrisno (2016) is an employee's attitude towards work related to the work situation, cooperation between employees, rewards received at work, and matters related to physical and psychological factors. The more satisfied the needs of employees in an organization, the maximum the level of performance and productivity of its employees so that the achievement of organizational goals is achieved.

The results of this study are in line with the research of Mulyati & Setyawati (2024) and Pratama et al. (2022) that bureaucratic simplification (equalization of positions) has a positive and significant effect on job satisfaction.

The Effect of Career Development on Job Satisfaction

This study proves that career development has a significant effect on employee job satisfaction in the Mojokerto Regency Regional Secretariat. This can be interpreted as career development has made a positive contribution to the level of job satisfaction. Civil servant career development has an important role in shaping the level of job satisfaction of civil servants. Civil servant career development opportunities can create a work environment that supports individual growth, has a positive impact on employee welfare so that it can increase job satisfaction.

The career development of civil servants within the Regional Secretariat of Mojokerto Regency, according to Government Regulation No. 17 of 2020 is carried out based on qualifications, competencies, performance assessments, and the needs of government agencies by considering integrity and morality. Career development management can be organized at the Agency and National levels which can be done through mutation and/or promotion, as well as special assignments.

The results of this study are in line with the research of Mulyati & Setyawati (2024) and Hidayat & Efendi (2024) that career development has a positive and significant effect on job satisfaction. However, in contrast to Saefullah (2022), whose research results show that career development does not have a significant effect on employee job satisfaction.

The Influence of Work Culture on Job Satisfaction

This study proves that work culture has a significant effect on employee job satisfaction in the Regional Secretariat of Mojokerto Regency. This can be interpreted as work culture has a big impact on the experience, motivation, and productivity of each employee. Organizations/agencies with a positive work culture will tend to create an impression where employees feel appreciated will be motivated to perform well so as to increase employee job satisfaction. Conversely, an unhealthy or non-value-based work culture can create tension, confusion, and reduced performance thereby lowering performance satisfaction levels. Therefore,

understanding and managing work culture is important in creating an effective and positive work environment.

The work culture of civil servants in the Mojokerto Regency Regional Secretariat is based on the core value of Morality with the motto "Proud to Serve the Nation" to realize integrity, professionalism and devotion for an advanced, fair and prosperous Mojokerto Regency. Work culture is the foundation in behaving and working and it is hoped that these positive values can be instilled in the minds and hearts of civil servants, so that they can produce satisfactory performance for the community in general and for the employees themselves in particular.

The results of this study are in line with the research of Rahmi et al. (2023) and Efrinawati et al. (2022) that work culture has a significant effect on job satisfaction. However, in contrast to Junaidi and Marantika (2022) whose research results stated that work culture does not have a significant effect on employee job satisfaction.

The Effect of Bureaucratic Simplification on Employee Performance

This research proves that bureaucratic simplification does not have a significant effect on the performance of employees in the Regional Secretariat of Mojokerto Regency. This can be interpreted that even though bureaucratic simplification is not implemented through the equalization of administrative positions to functional positions, the performance of employees within the Regional Secretariat of Mojokerto Regency remains the same as before equalization and has not had a significant impact in encouraging employees to increase their performance productivity.

Even today, the workload of a functional official as a result of equalization is still the same as before the equalization of positions and even increases because of the obligation to collect credit scores to support his level of position. In practice, in the Mojokerto Regency Regional Secretariat, the policy of equalization of positions seems to only change the terms of the previous bureaucracy. It feels contrary to the hope to streamline the bureaucracy to be agile, adaptive, responsive and innovative. This will be a challenge in itself because in addition to having to immediately adapt to new duties as functional officials that require hard work, they are also still burdened with previous tasks while still serving as structural officials. Functional officials as a result of equalization of positions are still unable to provide maximum performance due to various existing problems

It is not easy to change the mindset of functional officials as a result of equalization in a short time. It is even possible that it has not had a significant impact, because previously it was in a comfort zone with no obligation to collect credit scores. In addition, the process of equalizing positions which is carried out regardless of rank, class and length of service also raises its own polemic. To deal with a situation like this, it is necessary to have a counseling forum so that functional officials as a result of equalization of positions can dig up information or even consult regarding what should be done.

The results of this study are not in line with the research of Mulyati & Setyawati (2024) and Pratama et al. (2022) that bureaucratic simplification has a positive and significant effect on employee performance. However, the results of the research of Kadjintuni et al. (2023) stated that

the transformation of structural positions to functional positions has a negative and significant effect on employee performance.

The Influence of Career Development on Employee Performance

This study proves that career development has a significant effect on the performance of employees in the Regional Secretariat of Mojokerto Regency. This can be interpreted that if career development is better, employee performance will also be better, and vice versa. Career development in civil servants is a series of efforts and activities carried out by individual civil servants and government agencies to improve the qualifications, competencies, and work potential of civil servants in order to achieve higher career goals and meet the demands of increasingly complex tasks. The objectives of civil servant career development include improving the quality of public services, administrative efficiency, and realizing bureaucratic reform.

Efforts to improve employee performance, employee career development is one of the most important things, because it can improve and increase the effectiveness of the implementation of employee work in order to make the best contribution to realize organizational goals. Employee career development in the Regional Secretariat of Mojokerto Regency is implemented based on qualifications, competencies, performance assessments, and agency needs in accordance with the mandate of Government Regulation No. 17 of 2020. All employees in the Mojokerto Regency Regional Secretariat are given the same opportunity and opportunity to improve their abilities through training to support career development.

These results are in line with the research of Mulyati & Setyawati (2024), Hidayat & Efendi (2024) and Pakualam et al (2023) that career development has a positive and significant effect on employee performance. However, contrary to Saepudin & Noorzaman (2023), the results of his research state that career development does not have a significant effect on employee performance.

The Influence of Work Culture on Employee Performance

This study proves that work culture does not have a significant effect on employee performance in the Mojokerto Regency Regional Secretariat. This can be interpreted that a good work culture will not necessarily improve employee performance, and vice versa. To achieve optimal performance, it is hoped that there will be the implementation of a work culture that is in accordance with the expectations of employees in the agency.

Work culture is a philosophy based on a view of life as values that are traits, habits and driving forces that have been cultured in the life of an organization or government. Based on the results of the research, the work culture in accordance with the core values of AKHLAK has not had a strong influence in increasing the productivity of employee performance in the Mojokerto Regency Regional Secretariat. Although the socialization and internalization of the core values of BerAKHLAK has been carried out massively, it has not made an optimal contribution to improving performance. To transform work culture, civil servants (civil servants and PPPK) must be equipped with three materials, namely knowledge, mindset, and *behavior*. The combination of the three will later have an impact on increasing the civil service index.

The results of this study are not in line with the research of Iryani et al. (2024) Efriniawati et al. (2022), Rahmi et al. (2024) and Sukartini & Gaol (2022) that work culture has a significant effect on employee performance. However, the results of this study are in line with the research of Junaidi & Marantika (2022) that work culture has not been proven to affect employee performance.

The Effect of Job Satisfaction on Employee Performance

This study proves that job satisfaction has a significant effect on employee performance in the Mojokerto Regency Regional Secretariat. This can be interpreted as if the higher job satisfaction, the performance of employees will increase significantly. Priansa (2017) stated that high job satisfaction will encourage the realization of organizational goals effectively, on the other hand, if the level of low satisfaction is a threat that will bring destruction or setbacks to the organization either quickly or slowly. With a sense of satisfaction at work, employees will show the best performance, optimal performance and the willingness to increase high work productivity for the benefit of the organization, as well as facilitate the achievement of organizational goals.

Job satisfaction based on the results of this research can support the performance of employees in the Regional Secretariat of Mojokerto Regency. Job satisfaction is a positive feeling in a job, which is the impact/result of evaluation of various aspects of the job. On the other hand, performance includes aspects of quality, quantity, punctuality, effectiveness and independence.

The results of this study are in line with the research of Mulyati & Setyawati (2024), Hidayat & Efendi (2024) and Pratama et al (2022) that job satisfaction has a positive and significant effect on employee performance. However, contrary to Kurniawan (2018), the results of his research stated that job satisfaction has no effect on employee performance.

The Effect of Bureaucratic Simplification on Employee Performance through Job Satisfaction

This study proves that bureaucratic simplification has a significant effect on employee performance through employee job satisfaction in the Mojokerto Regency Regional Secretariat. This can be interpreted that if bureaucratic simplification is increasingly enforced, job satisfaction will be higher, and employee performance will also be higher and vice versa. So job satisfaction can mediate the relationship between bureaucratic simplification and employee performance.

With the simplification of bureaucracy, employees can focus on core tasks without having to be burdened by complicated and time-consuming procedures. This will of course increase employee job satisfaction because they can see the results of employees' hard work more clearly. In addition, employee performance will also increase because employees can focus on the quality of work rather than being stuck in a pile of administrative work that has no added value. Thus, bureaucratic simplification will not only have a positive impact on employee job satisfaction, but will also have a positive impact on the overall performance of the organization.

The purpose of simplifying bureaucracy by equalizing administrative positions into functional positions is to improve the quality and productivity of employees in carrying out their duties and functions. It is hoped that employees who have educational qualifications and work experience in accordance with their position will get better recognition and coaching so that they can increase their motivation and performance in carrying out the tasks they carry out. In addition,

equalization of positions is also expected to reduce the gap between employees who have the same position but have different employment statuses, so as to increase fairness and trust of employees in the applicable employment system.

The results of this study are in accordance with the research of Pratama et al. (2022) that bureaucratic simplification has a significant effect on employee performance through job satisfaction.

The Effect of Career Development on Employee Performance through Job Satisfaction

This research proves that career development has a significant effect on employee performance through employee job satisfaction in the Mojokerto Regency Regional Secretariat. This can be interpreted that if career development is more optimal, job satisfaction will be higher so that it will improve employee performance, and vice versa if career development is less than optimal, the level of job satisfaction will be lower and have an impact on decreasing employee performance. So job satisfaction can mediate the relationship between career development and employee performance.

By providing opportunities and opportunities for employees in the Mojokerto Regency Regional Secretariat to develop their careers, this will provide positive encouragement and motivation for employees. When employees feel they have the opportunity to develop and improve their qualifications and skills, the level of employee job satisfaction will also increase. High job satisfaction will in turn have an impact on improving employee performance. Employees will work with more enthusiasm and motivation, and more focused on achieving the goals that have been set.

The improvement in employee performance is not only seen in terms of the quantity of work done, but also in terms of the quality of the work produced. In addition, employees will also be more disciplined and on time in completing their tasks. Thus, efforts to improve employee performance in the Mojokerto Regency Regional Secretariat by providing opportunities and opportunities for career development are the right steps. With better performance, it is hoped that organizational goals and joint success will also be better achieved.

The results of this study are in accordance with Hidayat & Efendi (2024) that career development has a positive and significant effect on employee performance through employee job satisfaction.

The Influence of Work Culture on Employee Performance Through Job Satisfaction

This research proves that work culture has a significant effect on employee performance through employee job satisfaction in the Regional Secretariat of Mojokerto Regency. This can be interpreted that a good work culture will be able to affect the achievement of high employee job satisfaction. Work culture systematically encourages employees to improve performance for the organization. A strong work culture can support employee performance in improving their performance, on the other hand, a weak work culture can hinder organizations/agencies in achieving their goals. Hence, job satisfaction can mediate the relationship between work culture and employee performance.

The work culture implemented by employees in the Mojokerto Regency Regional Secretariat has an important role in improving their performance. With a strong work culture, employees have clear guidelines in behaving and acting in the work environment. This not only helps achieve the overall goals of the organization, but also increases job satisfaction for all employees.

The work culture in this study is a philosophy that is the foundation for achieving success. The general briefings and behavioral guidelines contained in this work culture provide clear direction for all members of the organization, from leadership to administrative staff. With the values instilled through work culture, it is expected that each individual can work with high enthusiasm and dedication to achieve optimal results. One of the things that is the focus of this study is the application of the core values of AKHLAK in the work culture in the Mojokerto Regency Regional Secretariat. This still needs to be internalized and instilled in the hearts of every State Civil Apparatus (ASN) so that the values of AKHLAK become an integral part of their beliefs and work attitudes. Thus, it is hoped that the implementation of a work culture based on AKHLAK will have a positive impact on improving employee performance and achieving better job satisfaction. The results of this study are in line with Ma'muroh et al. (2023) that job satisfaction is able to significantly mediate the influence of work culture on employee performance

CONCLUSION

This study concludes that bureaucratic simplification, career development, and work culture significantly influence job satisfaction, while only career development directly affects employee performance. Although bureaucratic simplification and work culture show no direct impact on performance, job satisfaction serves as a key mediator, enhancing their indirect effects. The findings highlight that improving bureaucratic processes, implementing career development programs, and fostering a positive work culture can collectively boost both job satisfaction and employee performance. Therefore, the Mojokerto Regency Regional Secretariat Office should prioritize these factors, using job satisfaction as a strategic lever to maximize organizational effectiveness and workforce productivity.

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