

Analysis Of Work Motivation And Organizational Culture Towards Human Resource Development With Job Satisfaction As An Intervening Variable In Bappeda East Aceh Regency

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ABSTRACT

Human resource development (HR) is a strategic factor in improving the performance of public sector organizations, including the Regional Development Planning Agency (BAPPEDA) of East Aceh Regency. However, human resource development cannot be separated from the role of work motivation, organizational culture, and employee job satisfaction levels. This study aims to analyze the influence of work motivation and organizational culture on the development of human resources with job satisfaction as an intervening variable in BAPPEDA East Aceh Regency. This study uses a quantitative approach with a survey method through the distribution of questionnaires to BAPPEDA employees of East Aceh Regency. The data analysis technique used is path analysis with the help of statistical software. The results of the study show that work motivation and organizational culture have a positive and significant effect on human resource development. In addition, work motivation and organizational culture also have a positive and significant effect on job satisfaction. Job satisfaction has been proven to be able to mediate the influence of work motivation and organizational culture on human resource development. These findings indicate that increasing human resource development in BAPPEDA in East Aceh Regency can be achieved through strengthening work motivation, forming a conducive organizational culture, and increasing employee job satisfaction. This research is expected to be a consideration for organizational leaders in formulating more effective and sustainable HR management policies.

Introduction

Human resource development (HR) is a strategic factor in improving the performance of public sector organizations, especially in regional development planning agencies such as the Regional Development Planning Agency (BAPPEDA). BAPPEDA

has a central role in formulating policies, developing development plans, and coordinating the implementation of regional development that requires the availability of competent, adaptive, and performance-oriented human resources. Therefore, effective human resource management is the main prerequisite in realizing good governance. One of the important factors that affect human resource development is work motivation. Work motivation reflects internal and external motivations that affect employee behavior in carrying out their duties and responsibilities. Employees who have high work motivation tend to show enthusiasm, commitment, and a desire to develop self-competence through continuous learning and performance improvement (Robbins & Judge, 2017). In the context of public organizations, work motivation is a challenge in itself because the limitations of the incentive system and rigid bureaucracy often have an impact on decreasing employee job motivation.

In addition to work motivation, organizational culture also plays an important role in shaping employee behavior, values, and work attitudes. A strong and positive organizational culture is able to encourage the creation of a conducive work environment, increase collaboration, and foster employee commitment to organizational goals (Schein, 2017). An organizational culture that is oriented towards performance, learning, and innovation will strengthen the human resource development process, especially in the face of the dynamics of policy changes and regional development demands. However, the influence of work motivation and organizational culture on human resource development is inseparable from the role of job satisfaction as an intervening variable. Job satisfaction reflects the level of employees' positive feelings towards their work that arises from the assessment of various aspects of work, such as the work environment, awards, working relationships, and career development opportunities (Wibowo, 2017). Employees who are satisfied with their work tend to have higher work engagement and a willingness to improve their competencies and performance on an ongoing basis.

Several previous studies have shown that work motivation and organizational culture have a significant effect on job satisfaction, which in turn has an impact on improving performance and human resource development (Darmadi, 2020; Fachrezi & Khair, 2020). However, research that specifically examines the role of job satisfaction as an intervening variable in the relationship between work motivation and organizational culture on human resource development in regional planning agencies, especially BAPPEDA in East Aceh Regency, is still relatively limited. The average answer of "Yes" is still below 60%, indicating that human resource development is not optimal. Indicators of career development and innovation support show a relatively high percentage of "No". The results of this pre-survey indicate the need to improve human resource development policies and strategies in BAPPEDA in East Aceh Regency.

Based on the results of the pre-survey of 30 respondents, it can be concluded that the level of job satisfaction of BAPPEDA employees in East Aceh Regency has not been fully optimal. Although most respondents expressed satisfaction with their work, work environment, and working relationships between employees, there were still some aspects that showed a relatively high level of dissatisfaction. The most prominent aspect is satisfaction with career development and the reward system, which is dominated by a no. This condition indicates that employees have not fully felt the clarity of career path and

fairness in awarding performance awards. Dissatisfaction in this aspect has the potential to reduce work motivation and hinder the process of sustainable human resource development.

The results of the pre-survey of work motivation for 30 respondents at BAPPEDA in East Aceh Regency show that the level of work motivation of employees is not fully optimal. Most of the respondents stated that they had a fairly high level of responsibility and morale in carrying out their duties. This indicates the intrinsic drive of employees to carry out work professionally. However, there are still several aspects of work motivation that need serious attention, especially in the indicators of recognition of achievement and fairness in providing incentives, which are dominated by the answer *no*. This condition shows that employees have not fully felt a balanced appreciation for the performance that has been given. In addition, the aspect of self-development opportunities also shows balanced results between *yes* and *no* answers, indicating that there are not even opportunities for competency development for all employees. Based on the results of the pre-survey of organizational culture of 30 respondents in BAPPEDA East Aceh Regency, it can be concluded that the implementation of organizational culture has not run optimally and evenly. Some aspects of organizational culture, such as the application of work values and norms and teamwork, have shown a positive tendency with the dominance of *yes*. This indicates that there is a fairly good foundation of work culture in the organizational environment.

However, there are still weaknesses in the aspects of open communication, encouragement for innovation and learning, and leadership examples, which show that the percentage of answers *is not* relatively high. This condition indicates that the organizational culture has not fully supported the creation of an adaptive, participatory, and human resource development-oriented work environment. The findings of this pre-survey show that organizational culture has the potential to affect employee job satisfaction levels and the effectiveness of human resource development. Therefore, organizational culture is considered relevant to be further analyzed in this study as one of the independent variables that affect human resource development through job satisfaction as an intervening variable.

Based on these conditions, this study is important to be conducted to analyze the influence of work motivation and organizational culture on the development of human resources with job satisfaction as an intervening variable in BAPPEDA East Aceh Regency. The results of this research are expected to make a theoretical contribution to the development of public sector human resource management science and provide practical recommendations for BAPPEDA leaders in formulating more effective and sustainable human resource management policies.

Problem Identification

1. Human resource development

Human resource development in BAPPEDA East Aceh Regency has not been running optimally, which is shown by the limited training opportunities, competency development, and clarity of employee career development.

2. Job Satisfaction:

The level of job satisfaction of employees is still relatively low, especially in the aspect of the reward system and career development opportunities, which has the potential to reduce work involvement and commitment.

3. Work Motivation:

Employee work motivation has not been fully formed optimally, especially related to recognition of achievements and fairness in providing incentives, thus affecting work morale and performance.

4. Organizational Culture:

Organizational culture has not fully supported an innovative, communicative, and participatory work environment, thus hindering the process of learning and developing human resources in a sustainable manner.

Problem Formulation

1. Does Work Motivation have a positive and significant effect on Human Resource Development in Bappeda East Aceh Regency?
2. Does Organizational Culture have a Positive and significant influence on Human Resource Development in Bappeda East Aceh Regency?
3. Does Job Satisfaction have a positive and significant effect on Human Resource Development in Bappeda East Aceh Regency?
4. Does Work Motivation have a positive and significant effect on Human Resource Development with Job Satisfaction as an Intervening Variable in Bappeda East Aceh Regency?
5. Does Organizational Culture have a positive and significant effect on Human Resource Development with Job Satisfaction as an Intervening Variable in Bappeda East Aceh Regency?
6. Does Work Motivation have a positive and significant effect indirectly on Human Resource Development with Job Satisfaction as an Intervening Variable in Bappeda East Aceh Regency?
7. Does Organizational Culture have a positive and significant effect indirectly on Human Resource Development with Job Satisfaction as an Intervening Variable in East Aceh Regency Bappeda?

THEORETICAL FOUNDATION

1. Human Resource Development (Variable Y)

Definition of Human Resource Development

Human resource development is a process that is carried out systematically and planned to improve the knowledge, skills, and attitudes of employees so that they can achieve optimal performance and support the achievement of organizational goals Kasmir, (2019).

Factors Affecting Human Resources Development

According to Kasmir (2019), there are several main factors that affect human resource development, including: 1) Abilities and Expertise, 2) Motivation, 3) Work Environment, 4) Work Plan, 4) Commitment, 5) Organizational Culture, 6) Leadership, 7) Job satisfaction, 8) Loyalty, 9) Personality.

HR Development Indicators

Based on Kasmir (2019), the indicators of Human Resources Development include: 1) Increased employee knowledge after participating in training or development, 2) Improving employee skills in carrying out work, 3) Changes in attitudes and behaviors of employees who are more positive at work, 4) Employees' ability to solve work problems effectively, 5) Increased work productivity after following development.

2. Job Satisfaction (Moderating Variable (Z))

Definition of Job Satisfaction

According to Wibowo (2022), job satisfaction is a positive or negative attitude (feeling) of employees towards their work, which is influenced by various factors such as working conditions, co-workers, awards obtained, and physical and psychological factors related to the job.

Factors that affect Job Satisfaction

According to Wibowo (2014), there are 5 factors that affect employee job satisfaction, namely: 1) Need Fulfillment, 2) Discrepancies, 3) Value Achievement, 4) Justice, 5) Individual genetic factors/disposition.

Job Satisfaction Indicators

According to Wibowo (2022), Job Satisfaction indicators can be seen from the following aspects: 1) Satisfaction with salary/compensation, 2) Satisfaction with the facilities and conditions of the physical work environment, 3) Satisfaction with the relationship with the superiors, 4) Satisfaction with relationships between colleagues, 5) Satisfaction with the job itself (job content: job challenges, variety, autonomy), 6) Satisfaction with career promotion and development opportunities, 7) Satisfaction with recognition (appreciation) or recognized work performance.

3. Work Motivation (X1)

Definition of Work Motivation

According to Kasmir (2018), work motivation is a process to encourage and move employees to have a high spirit to work together, work effectively, and be integrated in an effort to achieve company satisfaction and goals.

Factors that affect work motivation

According to Kasmir (2018), factors that affect work motivation include: 1) External/Environmental Factors: a) Work environment (physical atmosphere, working conditions), b) Leaders and leadership (how superiors lead and encourage), c) Demands of tasks/organizational development (workload, job changes), d) Encouragement or guidance from superiors (supervision, feedback). 2) Internal/Individual Factors: a) Individual carry-on / innate disposition, b) Education Level, c) Past experience (work experience), d) Future desires or hopes (ambitions, personal aspirations)

Indicators of Work Motivation

Indicators of Work Motivation according to Kasmir (2018), are as follows (8 indicators): 1) Hard work, 2) Future orientation, 3) High level of ambition, 4) Task/goal orientation, 5) Efforts to progress, 6) Perseverance, 7) Selected co-workers, 8) Time utilization.

4. Organizational Culture (X2)

Definition of Organizational Culture

According to Sulaksono (2019), organizational culture is "the overall values, norms, beliefs, and behavior patterns developed and maintained jointly by members of the organization, which are the foundation in decision-making and the implementation of daily activities in achieving common goals."

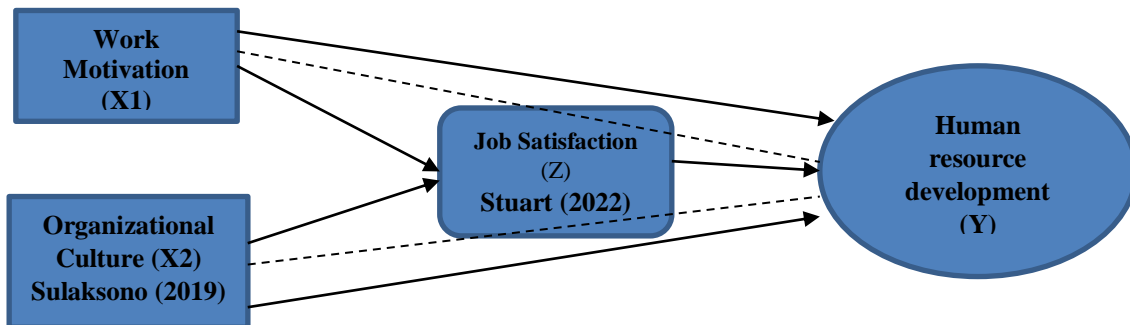
Factors That Influence Organizational Culture

According to Sulaksono (2019), organizational culture is influenced by several factors, namely the following: 1) General influence from outside, 2) The influence of values in society, 3) Organization-specific factors.

Organizational Culture Indicators

According to Sulaksono (2019), the indicators of organizational culture are as follows: 1) Innovative risk accounting, 2) Paying attention to every problem, 3) Oriented towards the results to be achieved, 4) Oriented to all employee interests, 5) Aggressive at work, 6) Maintain and maintain work stability.

CONCEPTUAL FRAMEWORK



Conceptual Framework Drawings
Source: 2026

Research Hypothesis

- H1: Work Motivation has a positive and significant effect on Human Resource Development in East Aceh Regency Bappeda?
- H2: Organizational Culture has a Positive and Significant Influence on Human Resource Development in Bappeda East Aceh Regency?
- H3: Job Satisfaction has a positive and significant effect on Human Resource Development in Bappeda East Aceh Regency?
- H4: Work Motivation has a positive and significant effect on Human Resource Development with Job Satisfaction as an Intervening Variable in Bappeda East Aceh Regency?
- H5: Organizational Culture has a positive and significant effect on Human Resource Development with Job Satisfaction as an Intervening Variable in Bappeda East Aceh Regency?
- H6: Work Motivation has a positive and significant effect indirectly on Human Resource Development with Job Satisfaction as an Intervening Variable in East Aceh Regency Bappeda?

H7: Organizational Culture has a positive and significant effect indirectly on Human Resource Development with Job Satisfaction as an Intervening Variable in Bappeda East Aceh Regency?

Method

Types of Research

The type of research used in this study is quantitative research with a causal associative approach. Quantitative research is used to objectively test the relationships and influences between variables through numerical measurement and statistical analysis. The causal associative approach aims to find out and analyze the causal relationship between independent variables, intervening variables, and dependent variables in a research model.

In this study, the independent variable consists of work motivation and organizational culture, the intervening variable is job satisfaction, while the dependent variable is human resource development. The relationship between these variables was analyzed to determine the direct and indirect influences, especially the role of job satisfaction in mediating the influence of work motivation and organizational culture on human resource development in BAPPEDA East Aceh Regency. This research is explanatory research, because it aims to explain the influence between variables based on human resource management theory and relevant organizational behavior. The research data was obtained through the distribution of questionnaires to respondents, then analyzed using statistical analysis techniques to test the hypotheses that had been formulated.

Research Location and Time

This research was carried out at the Regional Development Planning Agency (BAPPEDA) of East Aceh Regency. The selection of the research location is based on the consideration that BAPPEDA has a strategic role in planning and controlling regional development, so it requires qualified human resources, motivated, and supported by a good organizational culture and job satisfaction level.

The research time is planned and implemented in 2026, which includes several stages of activities, namely the preparation of research proposals, data collection through the dissemination of questionnaires, data processing and analysis, and the preparation of research results reports. The determination of the time is adjusted to the availability of respondents and the need for completeness of research data.

Population and Sample

The population in this study is all employees working at the Regional Development Planning Agency (BAPPEDA) of East Aceh Regency, with a total of 82 employees. The population includes all employees who are directly involved in the implementation of regional development planning duties and functions.

Given that the population is relatively small and it is still possible to reach completely, the sampling technique used in this study is saturated sampling (census). With this technique, all members of the population are used as research samples, so that the number of samples used in this study is 82 respondents.

The use of saturated sampling is expected to provide a more accurate and comprehensive picture of work motivation conditions, organizational culture, job

satisfaction, and human resource development in BAPPEDA East Aceh Regency, while minimizing sampling errors.

Data Types and Sources

The type of data used in this study is quantitative data. Quantitative data is data in the form of numbers and can be measured objectively, so it is possible to analyze using statistical techniques. Quantitative data in this study was obtained from the results of filling out questionnaires by respondents related to variables of work motivation, organizational culture, job satisfaction, and human resource development. Based on the source, the data in this study consists of primary data and secondary data. Primary data was obtained directly from respondents, namely all employees of BAPPEDA in East Aceh Regency, through the distribution of structured questionnaires. The questionnaire was compiled based on the indicators of each research variable and used a predetermined measurement scale to obtain data relevant to the research objectives. Meanwhile, secondary data was obtained from various supporting sources, such as official documents of the East Aceh Regency BAPPEDA, personnel reports, laws and regulations, and literature in the form of books, scientific journals, and previous research results related to human resource management, work motivation, organizational culture, and job satisfaction. Secondary data are used to strengthen the theoretical foundation and support the analysis of research results.

Data Collection Techniques

The data collection techniques used in this study include several methods, namely questionnaires (questionnaires), documentation, and literature studies.

1. Questionnaire (Questionnaire); The main data collection technique in this study is questionnaires. The questionnaire was distributed to all employees of BAPPEDA in East Aceh Regency totaling 82 people as research respondents. The questionnaire was structured based on indicators of work motivation variables, organizational culture, job satisfaction, and human resource development. The measurement of respondents' answers uses a Likert scale with several alternative answer options to determine the level of respondents' perception of the statement submitted.
2. Documentation Documentation techniques are used to obtain supporting data related to organizational conditions, such as organizational structure, number of employees, as well as documents and official reports relevant to the research. This documentation data serves to complement and strengthen the primary data obtained from the questionnaire.
3. Literature Studies; Literature studies are carried out by studying and reviewing various literature sources, such as textbooks, scientific journals, laws and regulations, and the results of previous research that are relevant to the research topic. Literature studies aim to build theoretical foundations, develop conceptual frameworks, and formulate research hypotheses.

Variable Operational Definition

According to Sugiyono (2016), a variable is an attribute or trait or value of a person, object, or activity that has certain variation activities that are determined by the researcher to be studied and

draw conclusions. In this study, there are two types of variables, namely independent variables, dependent variables, and intervening variables.

Table 1. Variable Operational Definition

Variable	Operational Definition	Indicator
Human Resources Development (Y)	Human resource development is a process that is carried out systematically and planned to improve the knowledge, skills, and attitudes of employees so that they can achieve optimal performance and support the achievement of organizational goals Kasmir, (2019).	Cashmere (2019) <ol style="list-style-type: none"> 1. Increased employee knowledge after participating in training or development. 2. Improving employee skills in carrying out work. 3. Changes in attitudes and behaviors of employees who are more positive at work. 4. Employees' ability to solve work problems effectively. 5. Increased work productivity after following development.
Job Satisfaction (Z)	According to Wibowo (2022), job satisfaction is a positive or negative attitude (feeling) of employees towards their work, which is influenced by various factors such as working conditions, co-workers, awards obtained, and physical and psychological factors related to the job.	Stuart (2022) <ol style="list-style-type: none"> 1. Satisfaction with salary/compensation, 2. Satisfaction with the facilities and conditions of the physical work environment, 3. Satisfaction with the relationship with the superiors, 4. Satisfaction with relationships between colleagues, 5. Satisfaction with the job itself (job content: job challenges, variety, autonomy), 6. Satisfaction with career promotion and

			development opportunities,
			7. Satisfaction with recognition (appreciation) or recognized work performance
Work Motivation (X1)	Kasmir (2018)	work motivation is a process to encourage and move employees to have a high spirit to work together, work effectively, and be integrated in an effort to achieve company satisfaction and goals.	Cashmere (2018) 1. Hard work 2. Future orientation 3. High level of ambition 4. Task/goal orientation 5. Efforts to progress 6. Perseverance 7. Selected co-workers 8. Time utilization
Organizational Culture (X2)	Sulaksono (2019),	organizational culture is "the overall values, norms, beliefs, and behavior patterns developed and maintained together by members of the organization, which are the basis for decision-making and the implementation of daily activities in achieving common goals."	Sulaksono (2019) 1. Innovative risk accounting 2. Paying attention to every problem 3. Oriented towards the results to be achieved. 4. Oriented to all employee interests 5. Aggressive at work 6. Maintain and maintain work stability

Source of researcher 2026

Data Analysis Model
Analytical Approach

This study uses a quantitative approach with the Structural Equation Modeling (SEM) analysis method based on Partial Least Square (PLS) through SmartPLS software. The reason for choosing PLS-SEM is because this research model involves intervening variables (Job Satisfaction), a large number of indicators, and to measure the causal relationship between variables simultaneously.

Purpose of Data Analysis

Data analysis was conducted to:

1. Testing the validity and reliability of research instruments,

2. Analyze the direct and indirect relationships between variables,
3. Knowing the role of mediation (intervening) Job Satisfaction between Work Motivation and Organizational Culture on Human Resource Development,
4. Testing the research hypothesis based on the results of statistical calculations.

Stages of Analysis Using PLS-SEM

Evaluation of the Outer Model (Measurement Model)

This stage is used to test the quality of the data, i.e. the extent to which the indicator is able to explain latent variables. The tests carried out include:

1. Convergent Validity Test
Judging from the value of *the loading factor* ≥ 0.70 .
The Average Variance Extracted (AVE) ≥ 0.50 indicates that the indicator is able to explain the latent variable well.
2. Discriminating Validity Test
Using *Fornell-Larcker Criterion* and *Cross Loading*.
The square root value of AVE of each construct must be greater than the correlation between other constructs.
3. Construct Reliability Test
Using two measures, namely *Composite Reliability (CR)* ≥ 0.70 and *Cronbach's Alpha* ≥ 0.60 . Shows the internal consistency between the indicators that make up the latent variable.

Evaluation of Inner Model (Structural Model)

This model is used to test the relationships between latent variables based on a predetermined theory. The steps include:

1. R-Square Test (R^2)
Indicates the magnitude of the proportion of variance of the dependent variable that can be explained by the independent variable.
The value of R^2 is categorized:
0.67 = strong
0.33 = medium
0.19 = weak
2. Path Coefficient Test
Measure the strength and direction of the relationship between variables (positive or negative). A *significant path coefficient* value indicates a significant influence between variables.
3. Predictive Relevance Test (Q^2)
Testing the model's ability to predict observational data.
A value of $Q^2 > 0$ indicates the model has good predictive relevance.
4. Goodness of Fit (GoF) Test
Measure the overall feasibility of the model statistically.
 $GoF = \sqrt{(AVE \times R^2)}$, the greater the value indicates the better the model.

Significance Test and Hypothesis Testing

Hypothesis testing was carried out through the bootstrapping method in SmartPLS to obtain *t-statistics* and *p-values*. Test criteria:

If the *t-statistics* ≥ 1.96 and the *p-value* < 0.05 \rightarrow the relationship between variables is significant.

If the *t-statistics* < 1.96 and the *p-value* > 0.05 \rightarrow the relationship between the variables is not significant.

Types of Influences Tested

This study examines three types of intervariable influences, namely:

1. Direct Effect:

$X_1 \rightarrow Y$ (Work Motivation for Human Resource Development)

$X_2 \rightarrow Y$ (Organizational Culture towards Human Resource Development)

$X_1 \rightarrow Z$ (Work Motivation to Job Satisfaction)

$X_2 \rightarrow Z$ (Organizational Culture towards Job Satisfaction)

$Z \rightarrow Y$ (Job Satisfaction with Human Resource Development)

2. Indirect Effect:

$X_1 \rightarrow Z \rightarrow Y$ (Work Motivation towards Human Resource Development through Job Satisfaction)

$X_2 \rightarrow Z \rightarrow Y$ (Organizational Culture towards Human Resource Development through Job Satisfaction)

3. Total Effect:

The combination of the direct and indirect influence of each variable on Human Resource Development.

Results and Discussion

The data was analyzed using Structural Equation Modeling based on Partial Least Squares (PLS-SEM) with the help of SmartPLS software version 3. PLS-SEM was chosen because it is able to handle data that is not normally distributed, a relatively small sample, and a complex research model with latent variables and their indicators. The analysis began with testing the outer model (convergent validity, discriminant, reliability), followed by testing the inner model (path coefficient, R^2 , statistical t-value via bootstrap) to testing the mediating effect between latent variables. According to Hair, Sarstedt, Ringle & Gudergan (2022).

Evaluation of the Outer Model (*Measurement Model*): Testing Validity and Reliability

Convergent validity is part of the *measurement* model which in SEM-PLS is usually referred to as the *outer model* while in *covariance-based* SEM it is called *confirmatory factor analysis* (CFA) (Hair et al., 2022). There are two criteria to assess whether the *outer model* (measurement model) meets the convergence validity requirements for reflective constructs, namely (1) *loading* must be above 0.7 and (2) significant p-value (< 0.05) (Hair et al., 2022). However, in some cases, often loading requirements above 0.7 are often not met, especially for newly developed questionnaires. Therefore, *loading* between 0.40-0.70 must still be considered to be maintained (Hair et al., 2022).

Indicators with *loads* below 0.40 should be removed from the model. However, for indicators with a *load* between 0.40 and 0.70, we should analyze the impact of the decision to remove the indicator on *average variance extracted* (AVE) and *composite reliability*.

We can remove indicators with *loads* between 0.40 and 0.70 if they can increase the *average variance extracted (AVE)* and *composite reliability* above their limits (treshold) (Hair et al., 2022). The AVE limit value is 0.50 and *the composite reliability* is 0.7. Another consideration in removing indicators is their impact on the *content validity* of the construct. Indicators with *small loads* are sometimes maintained because they contribute to the validity of the construct content (Hair et al., 2022). Table 1 presents the *loading* values for each indicator:

Table 1 Validity Testing by Loading Factor

	Organizational Culture (X2)	Job Satisfaction (Z)	Work Motivation (X1)	Human Resources Development (Y)
X1.1			0.888	
X1.2			0.845	
X1.3			0.872	
X1.4			0.879	
X1.5			0.895	
X1.6			0.938	
X1.7			0.884	
X1.8			0.887	
X2.1	0.798			
X2.2	0.926			
X2.3	0.892			
X2.4	0.925			
X2.5	0.931			
X2.6	0.954			
Y1				0.892
Y2				0.919
Y3				0.888
Y4				0.882
Y5				0.881
Z1		0.898		
Z2		0.829		
Z3		0.923		
Z4		0.874		
Z5		0.847		
Z6		0.807		
Z7		0.93		

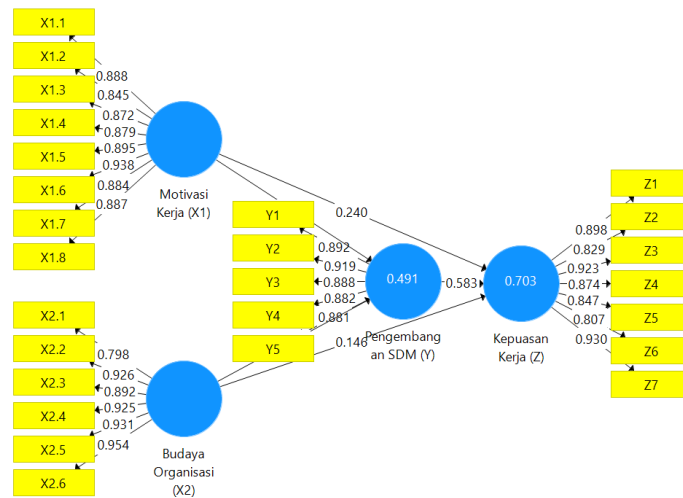


Figure 1 Validity Testing by Loading Factor

Based on the validity test of the loading factor in Table 1 and Figure 1, it is known that all loading values > 0.7 , which means that they have met the validity requirements based on the loading value. Furthermore, validity testing was carried out based on *the average variance extracted* (AVE) value.

Table 2 Validity Testing by Average Variance Extracted (AVE)

	Mean Variance Extracted (AVE)
Organizational Culture (X2)	0.82
Job Satisfaction (Z)	0.763
Work Motivation (X1)	0.786
Human Resources Development (Y)	0.797

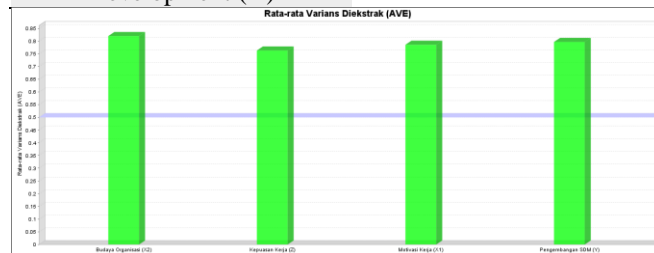


Figure 2 Validity Testing by Average Variance Extracted (AVE)

The recommended AVE value is above 0.5 (Hair et al., 2022). It is known that all AVE values > 0.5 , which means that they have met the validity requirements based on AVE. Furthermore, reliability testing was carried out based on *the composite reliability* (CR) value.

Table 3 Reliability Testing by Composite Reliability (CR)

Composite Reliability

Organizational Culture (X2)	0.965
Job Satisfaction (Z)	0.957
Work Motivation (X1)	0.967
Human Resources Development (Y)	0.951

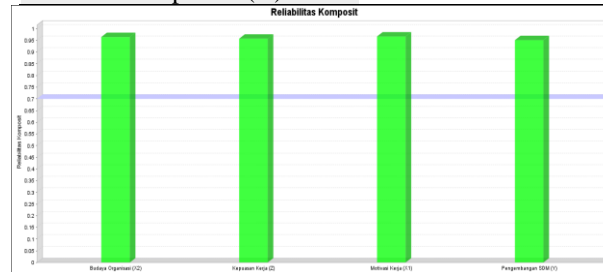


Figure 3 Reliability Testing by Composite Reliability (CR)

The recommended CR value is above 0.7 (Hair et al., 2022). It is known that all CR values are > 0.7, which means that they have met the reliability requirements based on CR. Next, reliability testing was carried out based on *Cronbach's alpha* (CA) value.

Table 4 Reliability Testing by *Cronbach's Alpha* (CA)

	Cronbach's Alpha
Organizational Culture (X2)	0.955
Job Satisfaction (Z)	0.948
Work Motivation (X1)	0.961
Human Resources Development (Y)	0.936

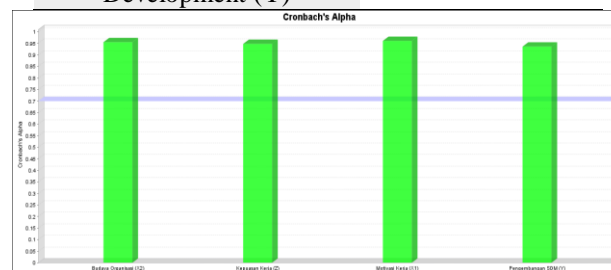


Figure 4 Reliability Testing by Cronbach's Alpha (CA)

The recommended CA value is above 0.7 (Hair et al., 2022). It is known that all CA values > 0.7, which means that they have met the reliability requirements based on Cronbach's alpha. Next, a discriminatory validity test was carried out using the Fornell-Larcker approach. Table 5 presents the results of the discriminant validity test.

Table 5 Discriminatory Validity Testing

	Organizational Culture (X2)	Job Satisfaction (Z)	Work Motivation (X1)	Human Resources Development (Y)
Organizational Culture (X2)	$\sqrt{AVE_{X2}} = 0.906$			
Job Satisfaction (Z)	0.578	$\sqrt{AVE_Z} = 0.874$		

Work Motivation (X1)	0.365	0.623	$\sqrt{AVE_{X1}} = 0.886$
Human Resources Development (Y)	0.592	0.805	0.566 $\sqrt{AVE_Y} = 0.893$

In discriminant validity testing, the square root value of AVE of a latent variable is compared to the correlation value between that latent variable and other latent variables. It is known that the square root value of AVE for each latent variable is greater than the correlation value between the latent variable and other latent variables. So it is concluded that it has met the requirements for discriminatory validity.

Influence Significance Test (Boostrapping) (Hypothesis Test) (Inner Model)

Table 6 Test Path Coefficient & Significance Influence

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture (X2) -> Job Satisfaction (Z)	0.404	0.408	0.144	2.803	0.005
Organizational Culture (X2) -> Human Resources Development (Y)	0.444	0.454	0.15	2.961	0.003
Work Motivation (X1) -> Job Satisfaction (Z)	0.475	0.471	0.153	3.108	0.002
Work Motivation (X1) -> Human Resources Development (Y)	0.404	0.401	0.153	2.632	0.009
Human Resources Development (Y) -> Job Satisfaction (Z)	0.583	0.604	0.199	2.927	0.004

Based on the results in Table 6, the results were obtained:

1. Organizational Culture (X2) has a positive effect on job satisfaction (Z), with a path coefficient value (Original Sample column) of 0.404, and significant, with a P-Values value = 0.005 (**Accepted Hypothesis**).
2. Organizational Culture (X2) has a positive effect on HR Development (Y), with a path coefficient value (Original Sample column) of 0.444, with a P-Values value = 0.003 (**Accepted Hypothesis**).
3. Work Motivation (X1) has a positive effect on job satisfaction (Z), with a path coefficient value (Original Sample column) of 0.475, with a P-Values value = 0.002 (**Accepted Hypothesis**).
4. Work Motivation (X1) has a positive effect on HR Development (Y), with a path coefficient value (Original Sample column) of 0.404, with a P-Values value = 0.009 (**Accepted Hypothesis**).
5. Human resource development (Y) has a positive effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.583, with a P-Values value = 0.004 (**Accepted Hypothesis**).

Table 7 R-Square and Adjusted R

	R Square	Adjusted R Square
Job Satisfaction (Z)	0.703	0.691
Human Resources Development (Y)	0.491	0.478

Based on the results of the structural model (inner model) test using SmartPLS, the R Square value for each endogenous variable was obtained as follows:

1. Job Satisfaction (Z) has an R Square value of 0.703 and an Adjusted R Square of 0.691. This value shows that the variables of Work Motivation and Organizational Culture are able to explain 70.3% of the variation in Job Satisfaction, while the remaining 29.7% is influenced by other factors outside of this research model. The R Square value of 0.703 is included in the strong (substantial) category, so it can be concluded that the model has excellent explanatory power in predicting job satisfaction.
2. Human Resources Development (Y) has an R Square value of 0.491 and an Adjusted R Square of 0.478. These results show that the variables Work Motivation, Organizational Culture, and Job Satisfaction were able to explain 49.1% of the variation in HR Development, while the other 50.9% were explained by other variables that were not included in the research model. This R-Square value is included in the moderate category, which indicates that the structural model has quite good predictive capabilities.

Table 8 Goodness of Fit Model Testing

	Saturated Models
SRMR	0.068

It is known that based on the results of the SRMR goodness of fit test, the SRMR value = $0.068 < 0.1$, it is concluded that the model has FIT.

Table 9 Mediation Testing

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture (X2) -> Human Resources Development (Y) -> Job Satisfaction (Z)	0.312	0.305	0.118	2.644	0.008
Work Motivation (X1) -> Human Resources Development (Y) -> Job Satisfaction (Z)	0.298	0.287	0.121	2.463	0.014

Based on the results of the mediation test in Table 4.9:

1. Human resource development (Y) significantly mediated the relationship between Organizational Culture (X2) and Job Satisfaction (Z), with a P-Values value = $0.008 < 0.05$ (**Accepted Mediation Hypothesis**).
2. Human resource development (Y) significantly mediated the relationship between Work Motivation (X1) and Job Satisfaction (Z), with P-Values = $0.014 < 0.05$ (**Accepted Mediation Hypothesis**).

Conclusion

Based on the results of the study, it can be concluded that:

1. Organizational Culture (X2) has a positive effect on job satisfaction (Z), with a path coefficient value (Original Sample column) of 0.404, and significant, with a P-Values value = 0.005 (**Accepted Hypothesis**).
2. Organizational Culture (X2) has a positive effect on HR Development (Y), with a path coefficient value (Original Sample column) of 0.444, with a P-Values value = 0.003 (**Accepted Hypothesis**).
3. Work Motivation (X1) has a positive effect on job satisfaction (Z), with a path coefficient value (Original Sample column) of 0.475, with a P-Values value = 0.002 (**Accepted Hypothesis**).
4. Work Motivation (X1) has a positive effect on HR Development (Y), with a path coefficient value (Original Sample column) of 0.404, with a P-Values value = 0.009 (**Accepted Hypothesis**).
5. Human resource development (Y) has a positive effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.583, with a P-Values value = 0.004 (**Accepted Hypothesis**).
6. Human resource development (Y) significantly mediated the relationship between Organizational Culture (X2) and Job Satisfaction (Z), with a P-Values value = $0.008 < 0.05$ (**Accepted Mediation Hypothesis**).
7. Human resource development (Y) significantly mediated the relationship between Work Motivation (X1) and Job Satisfaction (Z), with P-Values = $0.014 < 0.05$ (**Accepted Mediation Hypothesis**).

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