DIJEMSS: Dinasti International Journal of Education Management and Social Science
E-ISSN: 2686-6331
P-ISSN: 2686-6358
DINASTI PUBLISHER
https://dinastipub.org/DIJEMSS dinasti.info@gmail.com +62 811 7404 455

DOI: https://doi.org/10.38035/dijemss.v8i1.6902
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Received: 02 June 2026 | **Revised:** 19 September 2026 | **Accepted:** 04 November 2026

The Mediating Role of Job Satisfaction in the Relationship between Welfare, Career Development, and Employee Performance at the Nabire Regent's Office

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Abstract: This study looks at how career development and employee welfare affect workers' performance at the Nabire Regent's Office in Papua, Indonesia, using job satisfaction as a mediating variable. Using questionnaire data gathered from all 128 employees using a census sampling strategy, a quantitative approach was used. Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS software was used to evaluate the data. The findings show that job satisfaction ($\beta = 0.737$, $t = 12.262$, $p < 0.001$) and employee performance ($\beta = 0.313$, $t = 8.760$, $p < 0.001$) are positively and significantly impacted by employee welfare. While career development has no significant direct impact on employee performance ($\beta = 0.024$, $t = 0.602$, $p = 0.548$), it does have a favorable impact on job satisfaction ($\beta = 0.158$, $t = 2.402$, $p = 0.017$). Additionally, employee performance is strongly positively impacted by job satisfaction ($\beta = 0.686$, $t = 31.943$, $p < 0.001$). Both the association between career development and employee performance ($\beta = 0.108$, $t = 2.390$, $p = 0.017$) and the relationship between employee welfare and employee performance ($\beta = 0.505$, $t = 11.845$, $p < 0.001$) are strongly mediated by job satisfaction, according to mediation analysis. The structural model accounts for 97.0% of the variation in employee performance ($R^2 = 0.970$) and 74.3% of the variance in job satisfaction ($R^2 = 0.743$). These results emphasize how important job satisfaction and employee welfare are to improving employee performance, and they imply that career development largely improves job satisfaction.

Keywords: Employee Welfare, Career Development, Employee Performance, Job Satisfaction

INTRODUCTION

Human resources are widely recognized as one of the most valuable assets in achieving organizational effectiveness and sustainability. In public sector organizations, because it directly affects the quality, performance is especially crucial., efficiency, transparency, and

accountability of public services delivered to citizens. Unlike private organizations that primarily focus on profitability, government institutions are expected to create public value through effective service delivery. Therefore, improving employee performance remains a strategic priority for public sector organizations. Effective human resource management practices enable organizations to enhance employee productivity, strengthen organizational commitment, and improve overall service quality (Dessler, 2023). Consequently, understanding the factors that influence employee performance has become an important area of research in human resource management.

Both organizational and individual factors have an impact on employee performance. According to (Robbins, S. P., & Judge, 2022), employee performance is determined by the interaction of ability, motivation, and the work environment. Among the organizational factors that have received considerable attention are employee welfare and career development. Employee welfare refers to financial and non-financial benefits provided by organizations to support employees' physical, psychological, and social well-being, including compensation, health benefits, working conditions, and organizational support Vaiman et al., (2021). Welfare programs are important because they create a supportive work environment that encourages employees to contribute more effectively to organizational goals. Previous studies suggest that employees who perceive higher levels of welfare tend to exhibit stronger motivation, higher organizational commitment, and better performance outcomes (Spector, 2022).

In addition to employee welfare, career development is another important determinant of employee performance. Career development encompasses organizational efforts to improve employees' competencies, skills, and career opportunities through training, mentoring, coaching, and career planning programs (Zeng, 2018; De Vos, A., & Cambré, 2016). Organizations that provide clear career pathways are more likely to foster employee engagement and commitment because employees perceive opportunities for personal and professional growth. Previous research indicates that career development can enhance employee competence and motivation, which ultimately contributes to higher levels of performance (Zeng, 2018). In public sector institutions, career development is particularly important because it helps ensure that employees continuously improve their capabilities to meet evolving organizational and societal demands.

Beyond organizational practices, psychological factors also play an important role in shaping employee performance. One of the most frequently studied variables is job satisfaction. Locke, (1976) defines job satisfaction as a positive emotional state resulting from an individual's evaluation of his or her job experiences. Employees who are satisfied with their jobs tend to demonstrate greater commitment, motivation, and willingness to contribute to organizational objectives. Robbins, S. P., & Judge, (2022) argue that satisfied employees generally perform better because they are more engaged and motivated in their work. This perspective is supported by Herzberg's Two-Factor Theory, which suggests that both hygiene factors (e.g., salary and working conditions) and motivator factors (e.g., achievement and recognition) contribute to job satisfaction and subsequently influence employee performance (Herzberg, 1959). Therefore, job satisfaction may function as an important mechanism through which employee welfare and career development influence performance outcomes.

Several previous studies have examined the relationships among employee welfare, career development, job satisfaction, and employee performance. Jiang et al., (2012) found that human resource management practices positively influence employee performance through employee attitudes and behaviors. Similarly, Meijerink et al. (2021) reported that supportive human resource practices enhance employee satisfaction, which subsequently improves performance. Research by Voorde et al., (2011) demonstrated that employee well-being serves as an important predictor of organizational performance, while Noe et al., (2022) emphasized the importance of career development in improving employee motivation and satisfaction.

However, findings regarding the direct influence of career development on employee performance remain inconsistent. Some studies report significant positive effects, whereas others suggest that career development primarily influences performance indirectly through psychological variables such as job satisfaction.

There are still a number of study gaps despite the expanding corpus of knowledge. First, the majority of earlier research was carried out in private sector organizations, and there is still a dearth of empirical data from public sector organizations, especially in developing nations. Second, rather than combining career development and employee welfare into a complete framework, prior research frequently looks at them independently. Third, while work happiness has been widely acknowledged as a significant performance driver, less study has concurrently looked at its mediating function in the linkages between employee welfare, career development, and employee performance within local government institutions. As a result, little is known about the mechanisms by which HRM practices affect worker performance in public sector organizations.

By investigating the mediating function of job satisfaction in the relationship between employee welfare, career growth, and employee performance at the Nabire Regent's Office in Papua, Indonesia, the current study fills in these gaps. This study adds to the body of knowledge on human resource management in three ways by concentrating on a local government organization in a developing nation. By combining career development and employee welfare into a single conceptual framework, it first expands on previous research. Second, it offers factual proof of how job happiness functions as a mediator in the explanation of employee performance. Third, it adds to the scant literature on HRM practices in public sector enterprises, especially in the context of local government in Indonesia. Therefore, it is anticipated that this study will offer both theoretical understanding and useful suggestions for enhancing worker performance in government organizations.

Research Hypotheses

This study puts forth the following theories in light of the theoretical framework and earlier empirical data:

H1 : Employee welfare has a positive effect on job satisfaction
Employees who perceive higher levels of welfare are more likely to experience greater job satisfaction because welfare programs enhance their well-being, motivation, and organizational commitment

H2 : Employee welfare has a positive effect on employee performance.
Adequate welfare programs provide employees with the resources and support necessary to improve their work performance.

H3 : Career development has a positive effect on job satisfaction.
Career development opportunities, such as training, mentoring, and promotion prospects, are expected to increase employees' satisfaction by supporting their professional growth.

H4 : Employee performance is positively impacted by career development.It is anticipated that workers who have access to career development options will perform at greater levels.

H5 : Employee performance is positively impacted by job satisfaction.Higher levels of dedication, motivation, and productivity are more likely to be displayed by workers who are happy in their positions.

H6 : The relationship between employee welfare and performance is mediated by job satisfaction.
Employee welfare is expected to improve employee performance indirectly by enhancing employees' job satisfaction.

H7 : Job satisfaction mediates the relationship between career development and employee performance.
Career development is expected to influence employee performance indirectly through increased job satisfaction.

METHOD

In order to investigate the connections between employee wellbeing, career growth, job satisfaction, and employee performance, this study used a quantitative research methodology. From January to June 2025, the study was carried out at the Nabire Regent's Office, which is situated in Nabire Regency, Papua, Indonesia.

The population was made up of all 128 workers of the Nabire Regent's Office. This study used a saturation sample technique (census sampling), in which every member of the population was included as a respondent, because the population size was accessible and relatively modest. As a result, 128 employees made up the final sample.

A standardized self-administered questionnaire that measured four latent constructs—employee welfare, career development, work satisfaction, and employee performance—was used to gather data. A five-point Likert scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree," was used to rate each questionnaire item.

Employee Welfare was measured using ten indicators adapted from Spector, (2022) and Vaiman et al., (2021), covering financial compensation, benefits, working conditions, health and safety support, and organizational welfare programs. Career Development was measured using five indicators adapted from De Vos, A., & Cambré, (2016) and Zeng, (2018), including career planning, promotion opportunities, training, mentoring, and professional development. Job Satisfaction was measured using five indicators adapted from Robbins, S. P., & Judge, (2022) and Locke, (1976), reflecting employees' satisfaction with their work, supervision, rewards, career opportunities, and work environment. Employee Performance was measured using ten indicators adapted from Dessler, (2023), including work quality, productivity, timeliness, responsibility, initiative, cooperation, and achievement of organizational objectives.

The questionnaire was examined before to the main survey to make sure it was clear and pertinent to the public sector setting. To improve content validity and guarantee compatibility with the conceptual definitions of each construct, the measurement items were modified from well-established studies.

Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach in SmartPLS was used to analyze the data; PLS-SEM was chosen because it is appropriate for predictive research models with several latent variables and mediation interactions. There were two phases of the analysis. Initially, the measurement model (outer model) was assessed for validity and reliability using indicator loadings, Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach's Alpha. Second, in order to test the suggested hypotheses and investigate the mediating role of job satisfaction in the relationships between employee welfare, career development, and employee performance, the structural model (inner model) was assessed using path coefficients, coefficient of determination (R^2), bootstrapping techniques, and indirect effect analysis.

Table 1. Operational Variables

Variable	Operational Definition	Indicators	Source
Employee Welfare	Employees' perception of welfare benefits provided by the organization	KS1–KS10	Spector, (2022); Vaiman et al., (2021)

Career Development	Organizational efforts to enhance employee career growth	PP1–PP5	De Vos, A., & Cambré, (2016)
Job Satisfaction	Positive evaluation of job experiences	KK1–KK5	Robbins, S. P., & Judge, (2022)
Employee Performance	Achievement of work objectives and responsibilities	KP1–KP10	Dessler, (2023)

Source: Processed Data, 2025

RESULT AND DISCUSSION

Result

128 respondents who took part in the study were given questionnaires to complete in order to gather primary data. Table 1 displays the respondents' demographic information. Gender-wise, 46% of respondents were female and 54% were male. 15% of respondents were under 30, 30% were between 31 and 40, 32% were between 41 and 50, and 23% were between 51 and 60. In terms of educational background, 37% of respondents had a bachelor's degree (S1), followed by graduates of senior high school (26%), master's degree holders (S2) (21%), and diploma holders (D3) (16%). In terms of years of service, the majority of respondents (48%) had between five and ten years of experience, followed by those with less than five years (33%) and those with more than ten years (19%). According to this distribution, most workers have a moderate amount of job experience.

Overall, these characteristics suggest that the respondents represent a relatively experienced and well-educated workforce, which is relevant for analyzing employee performance in a public sector context.

Table 2. Profile of Respondents

No	Attributes of Participants	Information	Rate
1	Gender	Male	54%
		Female	46%
2	Age	≤ 30 years	15%
		31–40 years	30%
		41–50 years	32%
		51–60 years	23%
3	Level of Education	Senior High School	26%
		Diploma (D3)	16%
		Bachelor's Degree (S1)	37%
		Master's Degree (S2)	21%
4	Years of Service	< 5 years	33%
		5 – 10 years	48%
		>10 years	19%

Source: Research Data, 2025

Table 3. Establish Validity and Reliability

Indicator	Employee Performance (Y)	Job Satisfaction (Z)	Career Development (X1)	Employee Welfare (X2)
KP1	0.934			
KP2	0.834			
KP3	0.793			
KP4	0.938			
KP5	0.846			
KP6	0.838			
KP7	0.944			

KP8	0.858			
KP9	0.792			
KP10	0.845			
KK1		0.926		
KK2		0.770		
KK3		0.794		
KK4		0.865		
KK5		0.882		
PP1			0.780	
PP2			0.733	
PP3			0.764	
PP4			0.729	
PP5			0.776	
KS1				0.886
KS2				0.840
KS3				0.743
KS4				0.731
KS5				0.806
KS6				0.733
KS7				0.866
KS8				0.860
KS9				0.820
KS10				0.702

Source: Processed Data, 2025

The outer loading values for each of the indicators employed in this investigation are shown in Table 2. The measurement model's evaluation seeks to evaluate the constructs' validity and reliability. According to the findings, all indicators have outer loading values that are higher than the suggested cutoff point of 0.70, indicating strong convergent validity. In particular, the outer loading values of the Employee Performance (Y) construct, as evaluated by indicators KP1–KP10, range from 0.792 to 0.944, indicating a good degree of measurement accuracy. The outer loading values for the Job Satisfaction (Z) construct, as measured by indicators KK1–KK5, range from 0.770 to 0.926, suggesting that all indicators are reliable and valid in their representation of the construct.

Furthermore, the Career Development (X1) construct, measured by indicators PP1–PP5, has outer loading values ranging from 0.729 to 0.780, suggesting acceptable levels of validity. Similarly, the Employee Welfare (X2) construct, measured by indicators KS1–KS10, shows outer loading values ranging from 0.702 to 0.886, indicating that all indicators adequately represent the construct. Overall, these results confirm that all measurement items meet the criteria for convergent validity, as all outer loading values exceed the threshold of 0.70 (Hair et al., 2017; Ghozali, 2016).

Furthermore, the Average Variance Extracted (AVE) values for all constructs exceed the recommended threshold of 0.50, with values of 0.746 for Employee Performance, 0.721 for Job Satisfaction, 0.642 for Employee Welfare, and 0.573 for Career Development (see Table 4). These results indicate adequate convergent validity.

In addition, Cronbach's Alpha and Composite Reliability values for all constructs are above the acceptable threshold of 0.70, demonstrating strong internal consistency and reliability (Hair et al., 2014). Therefore, all constructs are considered valid and reliable for further analysis.

Table 4. Construct Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Career Development	0.814	0.820	0.870	0.573

Employee Performance	0.962	0.963	0.967	0.746
Employee Welfare	0.937	0.944	0.947	0.642
Job Satisfaction	0.902	0.909	0.928	0.721

Source: Processed Data, 2025

The bootstrapping method was used to assess the structural model in order to determine the importance of the relationships between the variables. The structural model and the t-statistic values for each path are shown in Figure 2. With a t-statistic value of 12.262, the findings demonstrate that employee welfare has a favorable and significant impact on job satisfaction. With a t-statistic value of 2.402, Career Development likewise has a positive and substantial impact on Job Satisfaction, albeit one that is comparatively weaker. Additionally, the highest t-statistic value of 31.943 indicates that job satisfaction has the greatest impact on employee performance. This implies that the most important element influencing employee performance in this model is job satisfaction.

Additionally, with a t-statistic value of 8.760, employee welfare directly and significantly improves employee performance. However, a t-statistic value of 0.602, which is below the essential threshold of 1.96, indicates that Career Development has no discernible direct impact on Employee Performance. This suggests that rather than directly influencing employee performance, career development has an indirect effect through job satisfaction.

Overall, the findings show that the relationship between organizational characteristics and employee performance is significantly mediated by job satisfaction.

Harman's single-factor test was used to evaluate common method bias (CMB) since all variables were measured using self-reported questionnaires obtained from the same respondents at a single moment in time. The results indicated that the first unrotated factor accounted for less than 50% of the total variance explained, suggesting that common method bias is unlikely to pose a serious threat to the validity of the findings (Podsakoff et al., 2003).

In addition, all constructs demonstrated acceptable discriminant validity and reliability, indicating that the observed relationships among variables are not solely attributable to measurement artifacts. Therefore, the results provide reasonable evidence that common method bias does not substantially affect the conclusions of this study.

Variance Inflation Factor (VIF) values were used in collinearity diagnostics to evaluate possible redundancy between measurement markers. The findings show that the majority of indicators had acceptable VIF values below the generally advised cutoff. However, several indicators of the Employee Performance construct (KP1, KP4, and KP7) demonstrated exceptionally high VIF values, suggesting substantial overlap among certain dimensions of employee performance.

Although elevated VIF values may indicate redundancy among indicators, these items were retained because they exhibited strong outer loadings and represent theoretically important aspects of employee performance. Their retention was intended to preserve the conceptual comprehensiveness of the construct. Nevertheless, the findings should be interpreted with caution, as high collinearity among indicators may inflate the explanatory power of the model. Future studies are encouraged to refine the measurement scale by eliminating overlapping indicators and improving construct parsimony while maintaining theoretical coverage.

Table 5. Collinearity Assessment (VIF)

Indicators	VIF
KK1	4.584
KK2	1.798
KK3	2.068
KK4	2.693

KK5	3.815
KP1	28.811
KP10	3.405
KP2	3.522
KP3	2.560
KP4	39.790
KP5	3.380
KP6	3.588
KP7	44.240
KP8	3.907
KP9	2.583
KS	4.134
KS1	4.537
KS10	4.281
KS2	3.181
KS3	2.421
KS4	2.199
KS5	2.852
KS7	3.668
KS8	3.580
KS9	3.126
PP1	1.971
PP2	1.818
PP3	1.527
PP4	1.555
PP5	1.838

Source: Processed Data, 2025

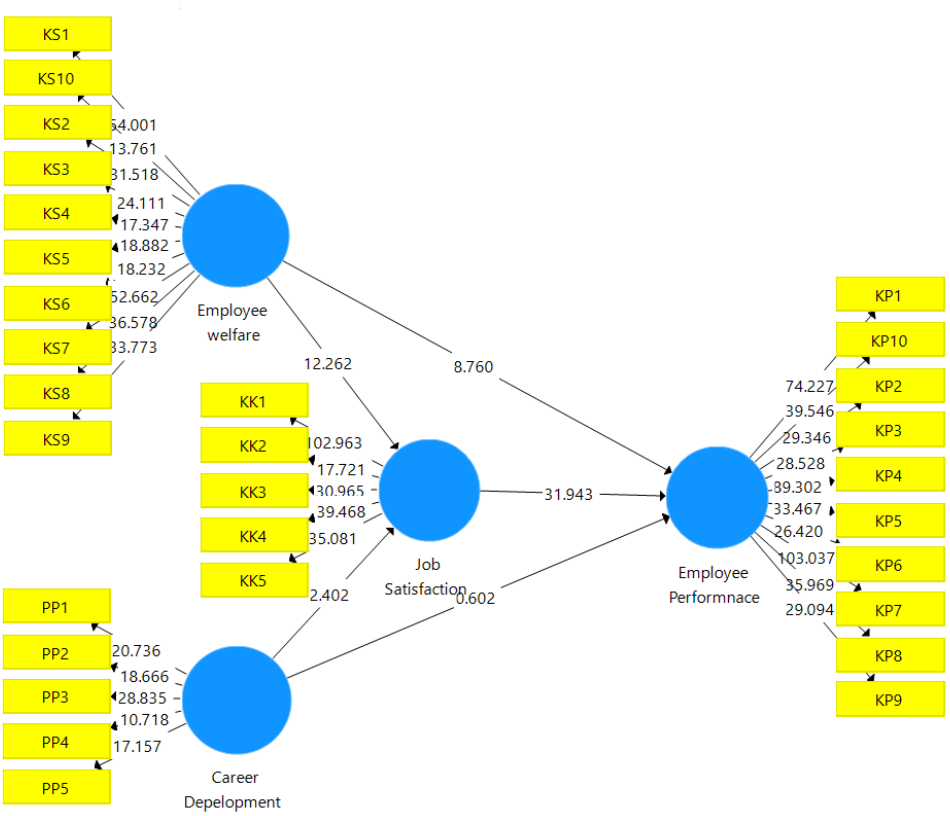


Figure 1. Structural Model and Bootstrapping Results.

According to the findings, Job Satisfaction has an adjusted R2 of 0.739 and an R2 value of 0.743. This shows that Career Development and Employee Welfare account for 74.3% of the variance in Job Satisfaction, with other factors outside the model influencing the remaining 25.7%.

Employee Performance, on the other hand, has an adjusted R2 of 0.969 and an R2 value of 0.970. This indicates that job satisfaction, employee welfare, and career development account for 97.0% of the variance in employee performance, with other factors outside the model accounting for only 3.0%.

The findings show that Employee Performance had an R2 value of 0.970, indicating that Career Development, Job Satisfaction, and Employee Welfare account for 97.0% of the variation in Employee Performance. This indicates extraordinarily strong explanatory power based on widely recognized PLS-SEM criteria.

However, the extremely high R^2 value should be interpreted with caution. While it may indicate that the proposed model captures key determinants of employee performance within the Nabire Regent's Office, such a level of explanatory power is uncommon in organizational behavior research. One possible explanation is the use of self-reported measures collected from a single source at a single point in time, which may increase shared variance among constructs.

Furthermore, conceptual proximity between Job Satisfaction and Employee Performance may contribute to the high proportion of explained variance. The elevated VIF values observed for several Employee Performance indicators also suggest the possibility of indicator overlap, which may further inflate the model's predictive capability. Therefore, although the model demonstrates substantial explanatory strength, the findings should be interpreted with appropriate methodological caution.

Table 5. Measurement Model Test Results

	R Square	R Square Adjusted
Job satisfaction	0.743	0.739
Employee Performance	0.970	0.969

Source: Processed Data, 2025

Table 6. Path Coefficients and Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Career Development -> Employee Performance	0.024	0.022	0.039	0.602	0.548
Career Development -> Job Satisfaction	0.158	0.161	0.062	2.402	0.017
Employee Welfare -> Employee Performance	0.313	0.313	0.036	8.760	0.000
Employee Welfare -> Job Satisfaction	0.737	0.733	0.060	12.262	0.000
Job Satisfaction -> Employee Performance	0.686	0.688	0.021	31.943	0.000

Source: Processed Data, 2025

The results of the hypothesis test based on the path coefficients derived from the bootstrapping process are shown in Table 6. Four of the five direct-effect hypotheses are supported, according to the findings, while one is not.

H1: Job satisfaction is impacted by employee welfare. According to the analysis, job satisfaction is positively and significantly impacted by employee welfare ($\beta = 0.737$, $t = 12.262$, $p < 0.001$). As a result, H1 is accepted, indicating that improved employee welfare raises job satisfaction.

H2: Employee performance is impacted by employee welfare. The results show that employee performance is positively and significantly impacted by employee welfare ($\beta = 0.313$, $t = 8.760$, $p < 0.001$). As a result, H2 is approved, demonstrating that improving employee performance is significantly influenced by employee welfare.

H3: Job satisfaction is impacted by career development. According to the findings, career development significantly and favorably affects job satisfaction ($\beta = 0.158$, $t = 2.402$, $p = 0.017$). As a result, H3 is approved, suggesting that career development possibilities enhance workers' job happiness.

H4: Employee performance is impacted by career development. Because the t-statistic is less than 1.96 and the p-value is greater than 0.05, the study shows that Career Development has no significant impact on Employee Performance ($\beta = 0.024$, $t = 0.602$, $p = 0.548$). H4 is therefore disregarded.

H5: Employee performance is impacted by job satisfaction. According to the findings, job satisfaction significantly and favorably affects employee performance ($\beta = 0.686$, $t = 31.943$, $p < 0.001$). H5, which shows that increased job happiness results in better employee performance, is so acknowledged.

Table 7 Indirect Effects (Mediation Analysis Results)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (Stdev)	T Statistics (|O/Stdev|)	P Values
Career Development -> Job Satisfaction -> Employee Performance	0.108	0.111	0.045	2.390	0.017
Employee Welfare -> Job Satisfaction -> Employee Performance	0.505	0.504	0.043	11.845	0.000

Source: Processed Data, 2025

The mediation hypotheses in this study were tested using the findings of the indirect impact analysis. H6: Through job satisfaction, employee welfare indirectly influences employee performance.H6: Through job satisfaction, employee welfare indirectly influences employee performance. According to the findings, employee welfare has a positive and significant indirect impact on employee performance through job satisfaction ($\beta = 0.505$, $t = 11.845$, $p < 0.001$). As a result, H6 is approved, showing that the relationship between employee welfare and performance is considerably mediated by job satisfaction.

H7: Through job satisfaction, career development indirectly affects employee performance. The results show that career development has a favorable and significant indirect impact on employee performance through job satisfaction ($\beta = 0.108$, $t = 2.390$, $p = 0.017$). As a result, H7 is accepted, indicating that job satisfaction, albeit to a lesser extent than employee welfare, mediates the association between career development and employee performance.

DISCUSSION

The findings of this study provide important insights into the mechanisms through which human resource management practices influence employee performance in public sector organizations. Overall, the results indicate that employee welfare and career development contribute to employee performance primarily through their influence on job satisfaction. These findings support the argument that organizational resources alone are insufficient to enhance performance unless they positively affect employees' psychological experiences in the workplace.

Employee welfare was found to have a positive and significant effect on job satisfaction ($\beta = 0.737$, $p < 0.001$) and employee performance ($\beta = 0.313$, $p < 0.001$). This finding suggests that welfare programs, including compensation, benefits, and supportive working conditions, play a critical role in shaping employees' attitudes and behaviors. Employees who perceive organizational welfare as adequate are more likely to feel valued by the organization, resulting in higher levels of satisfaction and improved performance. This finding is consistent with Voorde et al., (2011), who found that employee well-being is positively associated with organizational performance. Similarly, Boxall, (2021) argued that employee-centered human resource practices create positive work attitudes that ultimately improve organizational outcomes. In the context of the Nabire Regent's Office, employee welfare may be particularly important due to the geographical and administrative challenges faced by public servants in Papua, where organizational support can significantly influence employees' motivation and commitment.

The results also indicate that career development positively affects job satisfaction ($\beta = 0.158$, $p = 0.017$). This finding supports previous studies by De Vos, A., & Cambré, (2016) and Noe et al., (2022), which emphasized that career opportunities enhance employees' perceptions of personal growth and professional achievement. When employees perceive that the organization provides opportunities for advancement, training, and skill development, they

tend to experience higher levels of satisfaction. However, the relatively smaller coefficient suggests that career development is less influential than welfare in determining job satisfaction within the public sector context. One possible explanation is that public sector employees may prioritize immediate welfare benefits and job security over long-term career opportunities.

An interesting finding of this study is that career development does not have a significant direct effect on employee performance ($\beta = 0.024$, $p = 0.548$). This result contrasts with studies that report a direct positive relationship between career development and performance. However, it supports arguments presented by Salas et al., (2013), who suggested that development initiatives do not automatically translate into improved performance. Employees may acquire new knowledge and skills through training and career development programs, but these competencies do not necessarily improve performance unless employees feel motivated and satisfied with their work. Therefore, the effectiveness of career development programs appears to depend on their ability to enhance employees' psychological attachment to the organization.

Job satisfaction emerged as the strongest predictor of employee performance ($\beta = 0.686$, $p < 0.001$). This finding reinforces the theoretical proposition of Herzberg's Two-Factor Theory and the Job Demands–Resources (JD-R) model, both of which emphasize the importance of positive work experiences in improving employee outcomes. Employees who are satisfied with their work are more likely to demonstrate higher commitment, greater effort, and stronger performance. This finding is consistent with Robbins, S. P., & Judge, (2022), who argued that satisfied employees generally exhibit better work behavior and productivity. The result also confirms that job satisfaction functions as a key psychological mechanism linking organizational resources to employee performance.

The mediation analysis further demonstrates the central role of job satisfaction. Job satisfaction significantly mediates the relationship between employee welfare and employee performance ($\beta = 0.505$, $p < 0.001$) as well as the relationship between career development and employee performance ($\beta = 0.108$, $p = 0.017$). These findings support previous studies by Jiang et al., (2012) and Meijerink et al., (2021), which found that human resource practices influence performance indirectly through employee attitudes and perceptions. The mediation results suggest that organizational investments in welfare and career development generate performance improvements only when employees perceive these practices positively and experience greater satisfaction with their jobs.

From a theoretical perspective, this study extends the Resource-Based View (RBV) and the Job Demands–Resources (JD-R) framework by demonstrating that organizational resources contribute to performance through psychological mechanisms rather than solely through direct effects. From a practical perspective, the findings highlight the importance of designing welfare and career development policies that enhance employee satisfaction. Public sector organizations should therefore focus not only on providing resources but also on ensuring that employees perceive these resources as meaningful and supportive. Such an approach is likely to produce more sustainable improvements in employee performance and organizational effectiveness

Conclusion

This study examined the influence of employee welfare and career development on employee performance through the mediating role of job satisfaction within a public sector context, specifically at the Nabire Regent's Office. The findings demonstrate that employee welfare plays a significant role in enhancing both job satisfaction and employee performance. In contrast, career development does not directly influence employee performance but exerts an indirect effect through job satisfaction. Furthermore, job satisfaction emerged as the most

influential factor affecting employee performance and served as a key psychological mechanism linking organizational practices to performance outcomes.

From a theoretical perspective, this study contributes to the human resource management literature by integrating the Resource-Based View (RBV) and the Job Demands–Resources (JD-R) model. The findings provide empirical evidence that organizational resources, such as employee welfare and career development opportunities, enhance performance primarily through their impact on employees' job satisfaction. This highlights the importance of psychological mechanisms in explaining how human resource practices generate organizational outcomes.

From a practical perspective, the results suggest that public sector organizations should prioritize employee welfare programs, including compensation, benefits, and supportive working conditions, as these factors directly and indirectly contribute to improved performance. In addition, career development initiatives should be designed in ways that enhance employees' job satisfaction, thereby increasing their effectiveness in improving performance outcomes.

Despite its contributions, this study has several limitations. First, the research employed a cross-sectional design and focused on a single public-sector organization, which may limit the generalizability of the findings. Second, the very high coefficient of determination for employee performance ($R^2 = 0.970$) indicates substantial explanatory power but may also suggest the possibility of common method bias, as all data were collected through self-reported questionnaires administered at a single point in time. Furthermore, several employee performance indicators exhibited elevated VIF values, suggesting potential redundancy among some measurement items. In addition, future studies should consider collecting performance data from supervisors or organizational records to minimize potential inflation arising from self-reported performance assessments.

Future research should employ longitudinal designs with multiple measurement periods to establish stronger causal relationships among variables. In addition, researchers are encouraged to utilize objective performance indicators or multi-source performance assessments to reduce the risk of common method bias. Future studies may also incorporate organizational culture as a moderating variable and leadership as an additional explanatory factor to examine whether these variables strengthen or weaken the mediating role of job satisfaction in influencing employee performance.

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