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The Influence of Career Development and Transformational Leadership on Employee Sustainable Performance Moderated by the Perceived Organizational Support at the Secretariat of the Presidential Advisory Council Jakarta

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Abstract: This study investigates the influence of career development and transformational leadership on employee sustainable performance moderated by perceived organizational support at the Secretariat of the Presidential Advisory Council Jakarta. Employee sustainable performance represents employees' specific efforts for continuous personal and organizational growth, which is crucial for achieving long-term strategic objectives in public sector organizations. Using Structural Equation Modeling-Partial Least Square (SEM-PLS) analysis with 113 respondents representing the entire employee population, this research employs a quantitative causal approach to examine the complex relationships between variables. The findings reveal that career development significantly contributes 34.0% to sustainable performance enhancement, with performance quality improvement through self-discipline as the dominant dimension. Transformational leadership contributes 30.5% to sustainable performance, with individual consideration as the strongest dimension reflecting leaders' care and support for employees. Perceived organizational support demonstrates a positive influence of 21.6%, where organizational recognition of employee contributions serves as the primary motivational indicator. The moderation analysis unveils intriguing dynamics where perceived organizational support plays a dual role in strengthening or weakening inter-variable relationships, creating a negative moderation on career development but positive moderation on transformational leadership, suggesting that excessive support may create dependency that hinders autonomous development initiatives while optimal support enhances inspirational leadership effectiveness.

Keyword: Employee Sustainable Performance, Career Development, Transformational Leadership, Perceived Organizational Support, Public Sector Management.

INTRODUCTION

In the era of globalization and digital transformation, human resource management is a fundamental component that determines the success of an organization in achieving long-term strategic goals (Weny et al., 2021). The concept of HR management is understood as the

science and art of directing relationships and the role of the workforce to achieve effectiveness and efficiency in the implementation of organizational goals (Ji et al., 2021). Human resource management encompasses not only administrative functions such as recruitment and training, but also holistic employee development through empowerment, motivation, and effective performance management. When optimally managed, human resources can become a source of competitive advantage that supports organizational productivity and the achievement of long-term strategic objectives (Kasmir, 2019). Employee performance, as a manifestation of work results and work behavior achieved in fulfilling tasks and responsibilities within a certain period, becomes a direct indicator of organizational success (Kasmir, 2019)

Continuous employee performance (employee sustainable performance) is a concept that developed in response to an organization's need for consistent and adaptive performance. According to (Ji et al., 2021), employee sustainable performance is a special effort of employees for sustainable personal and organizational growth. Meanwhile, (Ji et al., 2021) defines it as a regulatory process in which an employee achieves certain achievements in a sustainable and efficient manner over the course of their career. This concept reflects the ability of employees to provide consistent, innovative, and adaptive work results to environmental changes in the short and long term. This concept reflects the ability of employees to provide consistent, innovative, and adaptive work results to environmental changes in the short and long term. The importance of sustainable performance is further emphasized in organizational contexts where multiple variables interact to determine outcomes, as demonstrated in various industry studies where factors such as operational efficiency, financial management, and strategic growth initiatives collectively influence organizational success (Endri et al., 2020). Similar complexity exists in human resource management, where employee sustainable performance is influenced by multifaceted organizational and individual factors that require comprehensive understanding and strategic intervention.

The factors that affect continuous employee performance are very diverse, including internal aspects such as ability, expertise, and motivation, as well as external aspects such as leadership, organizational culture, and work environment (Priyono & Perkasa, 2024). Among these various factors, career development, transformational leadership, and organizational support are strategic variables that require special attention in the context of government organizations.

Career development as a structured system to improve employees' competencies and career paths has a vital role in encouraging sustainable performance. Empirical research shows mixed results regarding the relationship between career development and employee performance (Purnama, 2024), (Seku & Andriyani, 2023) and (Marnita Silaban & Siregar, 2023) found a significant positive influence of career development on employee performance, which is in line with the findings (Nuriman, 2021) and (Balbed & Sintaasih, 2021). Nevertheless, contradictory results are shown by (Santi, 2024), (Wusqo & Iqbal, 2023), (Munawarah et al., 2024) and (Suryanto & Ferry Cahaya, 2023) which states that career development does not have a significant influence on employee performance.

Transformational leadership, which is characterized by the leader's ability to inspire, vision, and encourage innovation, also shows high relevance in the context of sustainable performance. (Azmy, 2021) Explains that transformational leaders have a clear organizational vision and the ability to convey strategies to their followers. Empirical evidence from (Purwanto, 2022), (Magasi, 2021), (Top et al., 2020), (Djuraidi & Laily, 2020), (Purba & Sudibjo, 2020), (Sthofaina Astuty, 2020) and (Buil et al., 2019) shows a significant positive influence of transformational leadership on employee performance. Instead (Muhammad et al., 2023), (Nuriman, 2021) find insignificant results.

Perceived organizational support (POS) As employees' belief that organizations value contributions and care about their well-being, it has a strategic role in strengthening the effectiveness of career development and transformational leadership. (Chen et al.,

2020),(Weny et al., 2021) ,(Gemilang & Riana, 2021)and (E. Ekowati & Cahyono, 2023) Proving the significant positive influence of organizational support on employee performance. But (Arifah & Rizky, 2024) show a positive but insignificant influence, while (Afrianty & Putriwahyuni, 2020) and (Prasetyo & Harsono, 2023) find insignificant results.

The Secretariat of the Presidential Advisory Council, as a government institution that provides strategic advice and consideration to the President based on Law Number 19 of 2006, faces challenges in optimizing the performance of sustainable employees. Analysis of performance data through the PIAWAI (Employee Performance Information Portal) system shows inconsistent fluctuations in performance achievements, with realizations ranging from 84.29% to 97.93% in the 2023-2024 period, but never reaching the 100% target with the predicate of "special". This phenomenon indicates the existence of factors that affect the instability of employee performance in achieving optimal sustainable performance.

The results of a pre-survey of 30 employees of the Secretariat identified three main factors that affect the performance of sustainable employees: career development (80%), transformational leadership (63.33%), and organizational support (80%). These findings show that career paths are unclear, a lack of inspiration and vision from leaders, and a lack of organizational emotional support that can hinder the achievement of sustainable performance.

This study aims to analyze the influence of career development and transformational leadership on employee sustainable performance with the perceived organizational support as a moderation variable. The selection of the perceived organizational support as a moderator is based on the concept that organizational support can strengthen or weaken the effects of career development and transformational leadership on sustainable performance, as proposed (Min et al., 2020) that the moderation variable is essential to evaluate the consistency of relationships between variables in different groups. This research is expected to make a theoretical contribution to the development of human resource management literature, especially related to the performance of sustainable employees in the public sector, as well as provide practical recommendations for optimizing human resource management in the Secretariat.

METHOD

Types of Research

This study adopts a quantitative approach with causality design to explore the cause-and-effect relationship between exogenous and endogenous variables in the context of governance organizations. Causality research was chosen to identify and analyze the direct and indirect influence between career development (X1) and transformational leadership (X2) employee sustainable performance (Y), with the perceived organizational support (Z) as a moderation variable. The positivism paradigm is used as a philosophical basis for research, which allows the classification and measurement of organizational phenomena objectively and empirically.

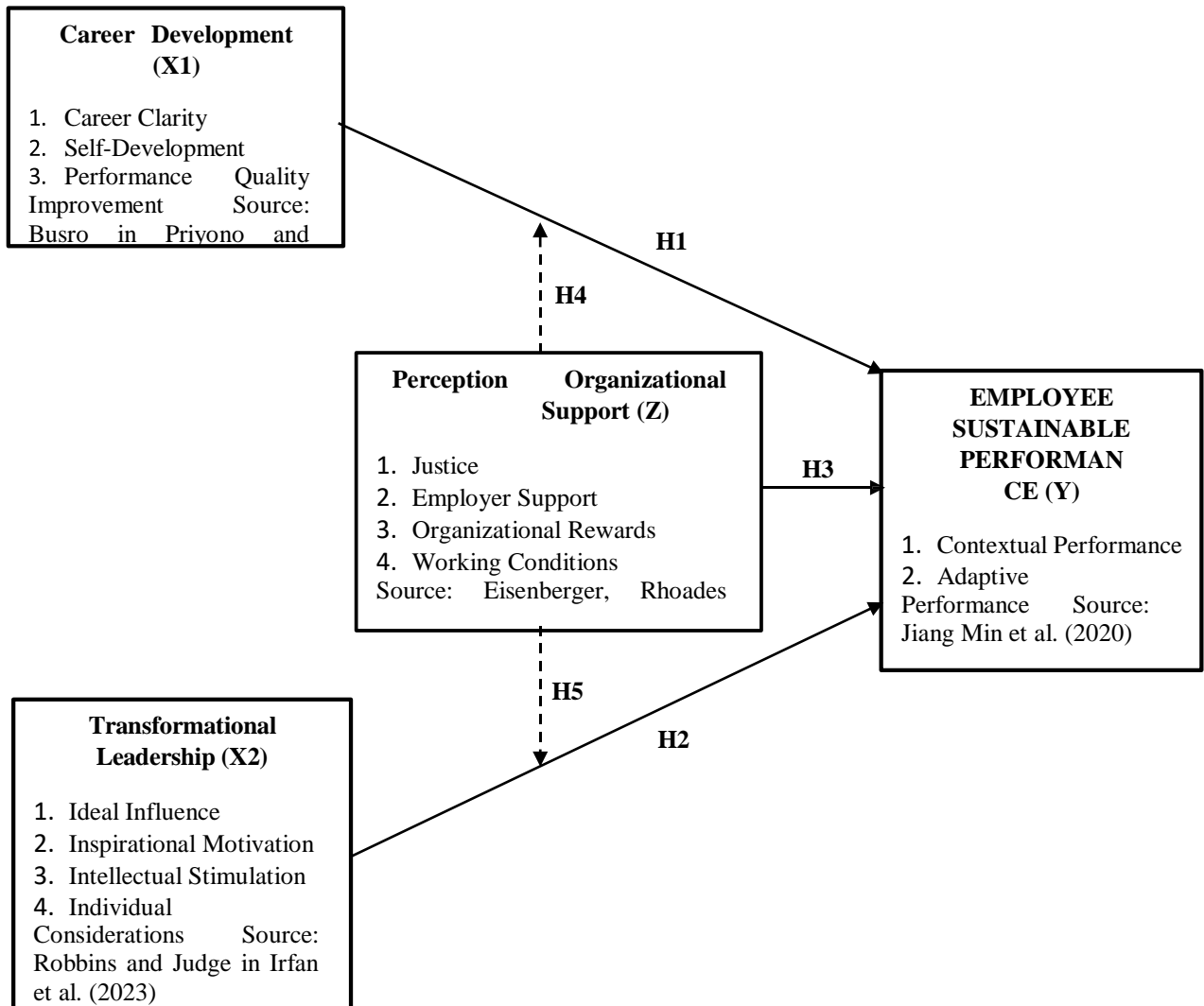
Population and Research Sample

Research population is defined as the entire area or entity that becomes the object of investigation, whether in the form of organizations, individuals, regions, or specific data to be studied (Dr. Kasmir, 2022). In the context of this research, the population consists of all employees serving at the Secretariat of the Presidential Advisory Council Jakarta, totaling 113 individuals who meet the research criteria. The selection of this technique is based on the relatively limited population size and homogeneity of respondent characteristics within a specific organizational environment, thus allowing for more accurate generalization of results.

Data Collection Instruments and Procedures

Primary data collection is carried out through the dissemination of structured questionnaires developed based on established theoretical frameworks. The questionnaire was compiled using Likert scale Summated Rating (LSR) with five response gradations, ranging

from "Strongly Disagree" (score 1) to "Strongly Agree" (score 5) to measure respondents' perception of each variable indicator. The research instrument includes four main constructs: career development (X1) with three dimensions consisting of career clarity, self-development, and performance quality improvement based on conceptualization (Priyono & Perkasa, 2024); transformational leadership (X2) with four dimensions including ideal influence, inspirational motivation, intellectual stimulation, and individual consideration refers to the framework (Irfan et al., 2023); perceived organizational support (Z) as moderating variable with four dimensions comprising fairness, supervisor support, organizational rewards, and working conditions based on the model (Prasetyo & Harsono, 2023); and employee sustainable performance (Y) as the dependent variable with two dimensions including contextual performance and adaptive performance using the concept (Ji et al., 2021).



Source: Processed by researcher, 2024

Figure 1. Conceptual Framework of Research

Data Analysis Techniques

Data analysis using the *Structural Equation Modeling* based on Partial Least Square (SEM-PLS) with the help of *SmartPLS software* version 4.0. The selection of this technique is based on the flexibility of SEM-PLS in accommodating a relatively small sample size, not requiring the assumption of a multivariate normal distribution, and its ability to analyze complex relationships between constructs simultaneously (Hair et al., 2022). The analysis

procedure includes the evaluation of the measurement model (outer model) to test the validity of the convergence through the loading factor value ≥ 0.7 and *Average Variance Extracted* (AVE) ≥ 0.50 , and discriminant validity using the criteria *Heterotrait-Monotrait Ratio* (HTMT) < 0.90 . The reliability of the construct is evaluated through the value of the *Composite Reliability* and *Cronbach's Alpha* ≥ 0.70 . Evaluation of structural models (*inner model*) including coefficient of determination (R^2) testing, *effect size* (f^2), *predictive relevance* (Q^2) using PLSPredict, as well as the significance of *path coefficients* through a bootstrapping procedure with 5,000 subsamples. Testing of the moderation hypothesis was carried out using *Moderated Regression Analysis* (MRA) with the criteria of t-statistical significance > 1.96 and p-value < 0.05 , equipped with simple slope analysis for interpretation of the direction and strength of the moderation effect in low (-1 SD), medium (mean), and high (+1 SD) conditions of the moderator variable.

RESULTS AND DISCUSSION

Respondent Characteristics

This study involved 113 respondents who were all employees of the Secretariat of the Jakarta Presidential Advisory Council.

Table 1. Characteristics of Respondents by Gender

Gender	Sum	Percentage (%)
Man	70	61,95%
Woman	43	38,05%
Total	113	100%

Source: Questionnaire Data, 2025

Based on the analysis of respondent characteristics in table 1, the gender distribution showed the dominance of male employees at 61.95% (70 people), while female employees reached 38.05% (43 people). The age composition of respondents was dominated by the age group of 36-45 years old at 47.79% (54 people), followed by the age group of 26-35 years old at 39.82% (45 people), showing that the majority of employees are at productive age can be seen in table 2.

Table 2. Characteristics of Respondents by Age

Age	Sum	Percentage (%)
26 – 35 Years	45	39,82%
36 – 45 Years	54	47,79%
46 – 55 Years	12	10,62%
> 55 years old	2	1,77%
Total	113	100%

Source: Questionnaire Data, 2025

Judging from the aspect of education, most of the respondents have a bachelor's education background (S1) of 50.44% (57 people), followed by master's (S2) of 22.12% (25 people), reflecting the adequate educational qualifications to support organizational tasks can be seen in table 3.

Table 3. Characteristics of Respondents Based on Education

Education	Sum	Percentage (%)
High School/Equivalent	9	7,96%
D1/D2/D3	20	17,70%
S1	57	50,44%
S2	25	22,12%
S3	2	1,77%
Total	113	100%

The characteristics of the working period show the dominance of employees with 6-10 years of experience of 35.40% (40 people), followed by the 16-20 years of service period of 23.01% (26 people), indicating the level of work experience that is quite mature in the organization can be seen in table 4.

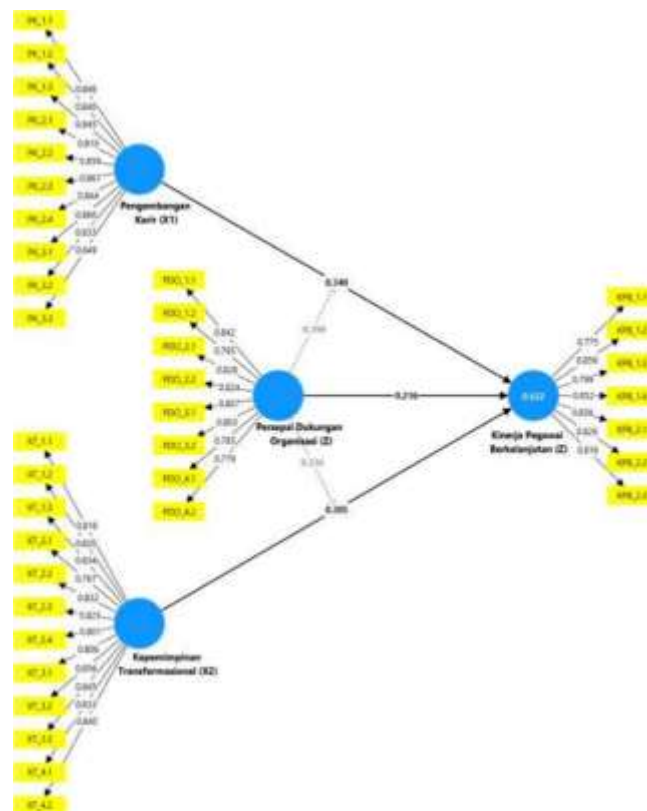
Table 4. Characteristics of Respondents Based on Length of Service

Tenure	Sum	Percentage (%)
1 – 5 Years	15	13,27%
6 – 10 Years	40	35,40%
11 – 15 Years	23	20,35%
16 – 20 Years	26	23,01%
> 20 Years	9	7,96%
Total	113	100%

Source: Questionnaire Data, 2025

Instrument Validity and Reliability

Convergent validity testing shows that all research indicators meet the required criteria can be seen in figure 2 and table 5 below.



Source: Data processing results using SmartPLS 4.0, 2025

Figure 2. Convergent Validity Test Results with Loading Factor

Table 5. Convergent Validity Test Results with Loading Factor

Variable	Dimension	Indicator Code	Loading Factor	Condition	Ket.
Career Development (X1)	Career Clarity	PK_1.1	0,846	≥ 0.70	Valid
		PK_1.2	0,84	≥ 0.70	Valid
		PK_1.3	0,845	≥ 0.70	Valid
	Self-Developer	PK_2.1	0,81	≥ 0.70	Valid
		PK_2.2	0,859	≥ 0.70	Valid

Variable	Dimension	Indicator Code	Loading Factor	Condition	Ket.		
Transformational Leadership (X2)	Performance Quality Improvement	PK 2.3	0,861	≥ 0.70	Valid		
		PK 2.4	0,844	≥ 0.70	Valid		
		PK 3.1	0,86	≥ 0.70	Valid		
		PK 3.2	0,833	≥ 0.70	Valid		
		PK 3.3	0,849	≥ 0.70	Valid		
	Ideal Influence	Ideal Influence	KT 1.1	0,816	≥ 0.70	Valid	
			KT 1.2	0,82	≥ 0.70	Valid	
			KT 1.3	0,834	≥ 0.70	Valid	
		Inspirational Motivation	KT 2.1	0,767	≥ 0.70	Valid	
			KT 2.2	0,832	≥ 0.70	Valid	
			KT 2.3	0,823	≥ 0.70	Valid	
			KT 2.4	0,801	≥ 0.70	Valid	
			Intellectual Stimulation	KT 3.1	0,806	≥ 0.70	Valid
				KT 3.2	0,856	≥ 0.70	Valid
	KT 3.3	0,845		≥ 0.70	Valid		
Individual Considerations	KT 4.1	0,833	≥ 0.70	Valid			
	KT 4.2	0,84	≥ 0.70	Valid			
Perceived Organizational Support (Z)	Justice	PDO 1.1	0,842	≥ 0.70	Valid		
		PDO 1.2	0,795	≥ 0.70	Valid		
	Employer Support	PDO 2.1	0,828	≥ 0.70	Valid		
		PDO 2.2	0,824	≥ 0.70	Valid		
	Organizational Rewards	PDO 3.1	0,807	≥ 0.70	Valid		
		PDO 3.2	0,803	≥ 0.70	Valid		
	Working Conditions	PDO 4.1	0,783	≥ 0.70	Valid		
		PDO 4.2	0,779	≥ 0.70	Valid		
	Employee Sustainable Performance (Y)	Contextual Performance	KPB 1.1	0,775	≥ 0.70	Valid	
			KPB 1.2	0,859	≥ 0.70	Valid	
KPB 1.3			0,799	≥ 0.70	Valid		
KPB 1.4			0,852	≥ 0.70	Valid		
Adaptive Performance		KPB 2.1	0,836	≥ 0.70	Valid		
		KPB 2.2	0,826	≥ 0.70	Valid		
		KPB 2.3	0,816	≥ 0.70	Valid		

Source: Data processing results using SmartPLS 4.0, 2025

The loading factor values for all indicators of career development, transformational leadership, perceived organizational support, and continuous employee performance ranged from 0.767 to 0.861, all of which were above the 0.70 threshold.

Table 6. Average Variance Extracted Value on Each Variable

Variable	AVE Value
Career Development	0,714
Transformational Leadership	0,677
Perceived Organizational Support	0,653
Employee Sustainable Performance	0,679

Source: Data processing results using SmartPLS 4.0, 2025

The Average Variance Extracted (AVE) value for each latent construct showed satisfactory results, with career development obtaining the highest score of 0.714, followed by continuous employee performance (0.679), transformational leadership (0.677), and perceived organizational support (0.653).

Testing of discriminant validity through a cross loading approach confirms that each indicator has a higher correlation with its original construct compared to other constructs can be seen in table 7.

Table 7. Discriminant Validity Test Results (Cross Loading)

Variables/ Indicators	Career Development (X1)	Transformational Leadership (X2)	Perceived Organizational Support (Z)	Employee Sustainable Performance (Y)
PK 1.1	846	307	272	272
PK 1.2	840	343	320	392
PK 1.3	845	442	291	320
PK 2.1	810	293	280	428
PK 2.2	859	329	301	405
PK 2.3	861	364	350	436
PK 2.4	844	399	383	442
PK 3.1	860	496	364	448
PK 3.2	833	359	349	450
PK 3.3	849	360	336	466
KT 1.1	320	816	486	430
KT 1.2	397	820	450	444
KT 1.3	311	834	526	478
KT 2.1	302	767	433	392
KT 2.2	368	832	503	495
KT 2.3	418	823	520	530
KT 2.4	347	801	624	407
KT 3.1	295	806	485	489
KT 3.2	443	856	482	508
KT 3.3	320	845	508	512
KT 4.1	418	833	515	510
KT 4.2	376	840	507	485
PDO 1.1	349	424	842	491
PDO 1.2	331	485	795	419
PDO 2.1	293	441	828	459
PDO 2.2	377	524	824	530
PDO 3.1	277	572	807	425
PDO 3.2	316	477	803	466
PDO 4.1	265	508	783	419
PDO 4.2	287	531	779	418
KPB 1.1	310	374	438	775
KPB 1.2	389	482	462	859
KPB 1.3	393	425	501	799
KPB 1.4	354	423	384	852
KPB 2.1	402	478	459	836
KPB 2.2	498	598	563	826
KPB 2.3	439	506	412	816

Source: Data processing results using SmartPLS 4.0, 2025

The Fornell-Larcker criterion shows that the square root value of AVE of each construct exceeds the correlation value between constructs, with career development having the highest score (0.845), followed by employee sustainable performance (0.824), transformational leadership (0.823), and perceived organizational support (0.808) as shown in Table 8. The Heterotrait-Monotrait Ratio (HTMT) test confirms the discriminant validity with all values being below 0.90 as presented in Table 9.

Table 8. Fornell-Larcker Criterion Test Results

Variable	Transformational Leadership	Employee Sustainable Performance	Career Development	Perceived Organizational Support
Transformational Leadership	0.823			

Variable	Transformational Leadership	Employee Sustainable Performance	Career Development	Perceived Organizational Support
Employee Sustainable Performance	0.579	0.824		
Career Development	0.439	0.491	0.845	
Perceived Organizational Support	0.611	0.564	0.389	0.808

Source: Data processing results using SmartPLS 4.0, 2025

Table 9. Heterotrait-Monotrait Ratio (HTMT) Test Results

Variable	TL	ESP	CD	POS	POS x CD	POS x TL
TL						
ESP	0.603					
CD	0.455	0.503				
POS	0.653	0.601	0.406			
POS x CD	0.398	0.466	0.238	0.594		
POS x TL	0.411	0.242	0.338	0.555	0.830	

Source: Data processing results using SmartPLS 4.0, 2025

Note:

TL = Transformational Leadership

ESP = Employee Sustainable Performance

CD = Career Development

POS = Perceived Organizational Support

Based on Tables 8 and 9, the reliability evaluation of the construct shows excellent internal consistency on all variables. The Composite Reliability value ranges from 0.937 to 0.962, while Cronbach's Alpha value indicates a range of 0.921 to 0.957, all of which exceed the minimum standard of 0.70.

Table 8. Composite Reliability Test Results

Variable	Composite Reliability (ρ_a)	Composite Reliability (ρ_c)	Condition	Information
Career Development	0,959	0,961	≥ 0.7	Reliable
Transformational Leadership	0,959	0,962	≥ 0.7	Reliable
Perceived Organizational Support	0,927	0,938	≥ 0.7	Reliable
Employee Sustainable Performance	0,927	0,937	≥ 0.7	Reliable

Source: Data processing results using SmartPLS 4.0, 2025

Table 9. Cronbach's Alpha Test Results

Variable	Cronbach's Alpha	Condition	Information
Career Development	0,956	> 0.7	Reliable
Transformational Leadership	0,957	> 0.7	Reliable
Perceived Organizational Support	0,924	> 0.7	Reliable
Employee Sustainable Performance	0,921	> 0.7	Reliable

Source: Data processing results using SmartPLS 4.0, 2025

Predictive Capacity of the Model

Table 10. R-Square Test Results (R^2)

Construct	R-Square	Interpretation
Employee Sustainable Performance (Y)	0,622	Moderate

Source: Data processing results using SmartPLS 4.0, 2025

The developed structural model shows substantial predictive capacity. The R-Square value for the continuous employee performance variable reached 0.622, indicating that 62.2% of the variance in continuous employee performance could be explained by a combination of career development, transformational leadership, and perceived organizational support as a moderator.

The Effect Size (f^2) evaluation revealed the differential contribution of each variable, where the interaction of the perceived organizational support with the two independent variables showed a substantial influence, with an f^2 value of 0.386 for career development moderation and 0.395 for transformational leadership moderation.

The Predictive Relevance test demonstrates the model's superior predictive capabilities. The Q^2 value of the continuous employee performance construct of 0.478 indicates great predictive relevance, while the comparison of Root Mean Squared Error (RMSE) and Mean Absolute Error (MAE) between the PLS-SEM model and the Linear Model confirms that the model has high predictive power can be seen in table 11 and table 12 below.

Table 11. Test Results Q^2 (MV Summary)

	$Q^2_{predict}$	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE
KPB_1.1	0.202	0.690	0.529	0.882	0.627
KPB_1.2	0.351	0.713	0.526	0.897	0.683
KPB_1.3	0.252	0.733	0.572	0.884	0.658
KPB_1.4	0.249	0.790	0.630	0.979	0.728
KPB_2.1	0.290	0.690	0.538	0.880	0.665
KPB_2.2	0.490	0.601	0.479	0.723	0.540
KPB_2.3	0.373	0.672	0.557	0.951	0.730

Source: Data processing results using SmartPLS 4.0, 2025

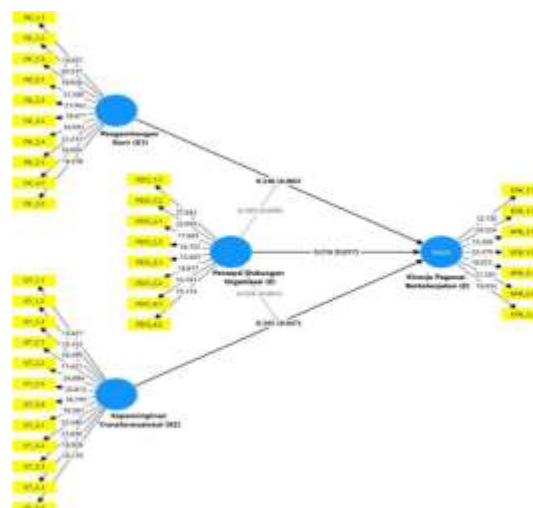
Table 12. Q^2 Test Results (LV Summary)

Variable	$Q^2_{predict}$
Employee Sustainable Performance (Y)	0.478

Source: Data processing results using SmartPLS 4.0, 2025

Hypothesis Testing and Pathway Analysis

Hypothesis testing through the bootstrapping procedure yielded significant findings for the entire research hypothesis can be seen in figure 3 and table 13.



Source: Data processing results using SmartPLS 4.0, 2025

Figure 3. Bootstrapping Results

Table 12. Path Coefficients and T-Statistics Results

	<i>Original Sample</i>	<i>Sample Mean</i>	<i>Standard deviation</i>	<i>T Statistics</i>	<i>P Values</i>	<i>Information</i>
Direct Effect						
Career Development (X1) -> Employee Sustainable Performance (Y)	0.340	0.301	0.111	3.056	0.002	Positive - Significant
Transformational Leadership (X2) -> Employee Performance Sustainable (Y)	0.305	0.337	0.154	1.988	0.047	Positive - Significant
Perceived Organizational Support (Z) -> Employee Performance Sustainable (Y)	0.216	0.214	0.090	2.394	0.017	Positive - Significant
Indirect Effect						
Perceived Organizational Support (Z) x Career Development (X1) -> Employee Sustainable Performance (Y)	-0.399	-0.356	0.114	3.492	0.000	Negative-Significant
Perceived Organizational Support (Z) x Transformational Leadership (X2) -> Employee Performance Sustainable (Y)	0.336	0.316	0.099	3.385	0.001	Positive - Significant

Source: Data processing results using SmartPLS 4.0, 2025

The first hypothesis was confirmed with the coefficient of the career development path to continuous employee performance of 0.340 (t-statistic = 3.056; p-value = 0.002), indicating that each increase in one career development unit increased the performance of continuous employees by 34.0%. The second hypothesis shows a significant positive influence of transformational leadership on continuous employee performance with a path coefficient of 0.305 (t-statistic = 1.988; p-value = 0.047), where every increase in one transformational leadership unit contributes to a 30.5% increase in performance. The third hypothesis confirms the significant positive influence of organizational support perceived on continuous employee performance with a path coefficient of 0.216 (t-statistic = 2.394; p-value = 0.017), showing a contribution of 21.6% for every one unit increase in organizational support perceived.

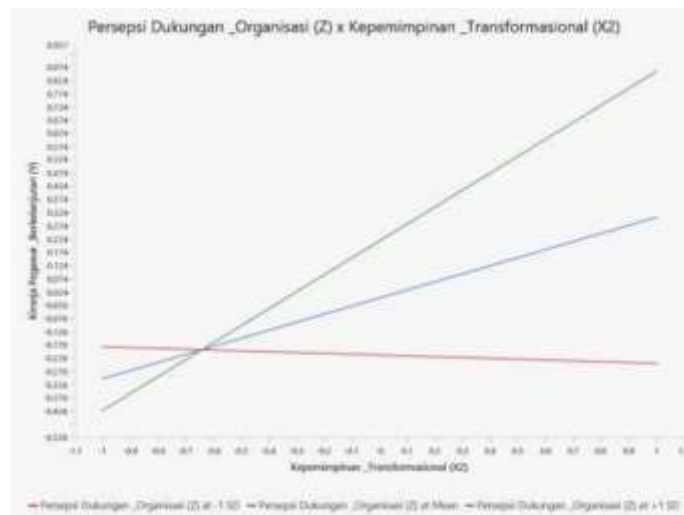
Moderation Effect Analysis

Testing the effects of moderation uncovered complex interaction dynamics. The fourth hypothesis confirms the role of moderation of perceived organizational support on the relationship between career development and continuous employee performance, but in a negative direction (coefficient = -0.399; t-statistic = 3.492; p-value = 0.000). Simple Slope Analysis explains that at low levels of organizational support, career development has a very strong influence on performance, but this influence decreases as perceived organizational support increase, can be seen in Figure 4 below.



Source: Data processing results using SmartPLS 4.0, 2025
Figure 4. Simple Slope Analysis POSxPK→KPB

In contrast, the fifth hypothesis showed a positive moderation effect of organizational support perceived on transformational leadership relationships and continuous employee performance (coefficients = 0.336; t-statistic = 3.385; p-value = 0.001). Simple Slope Analysis reveals that transformational leadership has minimal impact on low organizational support levels, but its effectiveness increases significantly when perceived of high organizational support can be seen in the following Figure 5.



Source: Data processing results using SmartPLS 4.0, 2025
Figure 5. Simple Slope Analysis POSxKT→KPB

Discussion

The research findings demonstrate that career development has a positive and significant influence on sustainable employee performance at the Secretariat of the Presidential Advisory Council. These findings confirm that systematic career development programs through the Human Capital Development Plan (HCDP) prepared by the ASN Competency Development Center successfully create clear career paths for employees. As stated by (Chen et al., 2020), career development represents systematic organizational efforts to develop employee skills and competencies according to future needs, proven to drive performance improvement. The implementation of classical and non-classical training programs (blended learning), advanced education mentoring, and merit-based talent management has contributed significantly to

employee competency enhancement. The dominant indicator in career development dimension is self-discipline improvement (PK_3.1) with the highest t-statistic value of 22.233, consistent with Busro's findings in (Priyono & Perkasa, 2024) positioning discipline as the primary indicator in performance quality improvement dimension.

Transformational leadership proves to have positive and significant influence on sustainable employee performance, with the strongest indicator being leader care and assistance when employees face work difficulties (KT_4.2) with t-statistic value of 26.216. This aligns with research by (Magasi, 2021) and (Astuty & Udin, 2020) confirming that transformational leadership positively affects employee performance. Effective individual consideration practices through personal attention and direct support reflect leaders' ability to create productive work environments oriented toward long-term achievement. As emphasized by Ramadhani & Indawati (2021), transformational leaders have profound influence on employees' hearts by instilling inspiration and accommodating their interests.

Perceived organizational support shows positive and significant influence on sustainable employee performance, with indicators dominated by organizational appreciation for employee contributions (PDO_1.1) with t-statistic value of 27.642. This finding supports (Eisenberger et al., 2020) concept that perceived organizational support reflects the extent to which employees feel valued and cared for by the organization, creating reciprocal rules and obligation to contribute more significantly. These results are also consistent with research by (Weny et al., 2021) and (Gemilang & Riana, 2021) proving the positive impact of perceived organizational support on employee performance.

The moderation aspect yields interesting findings where perceived organizational support negatively moderates the relationship between career development and sustainable employee performance. As stated by (Caesens & Stinglhamber, 2023), excessive organizational support can be perceived as "overhelp" or indication of incompetence that threatens self-esteem and reduces career development initiative. Conversely, perceived organizational support positively and significantly moderates the influence of transformational leadership on sustainable employee performance. This finding is supported by (S. Ekowati & Fintahiasari, 2021) research showing that POS strengthens the indirect influence of transformational leadership on employee innovative behavior through enhanced self-efficacy and courage to take risks.

CONCLUSION

Based on the results of an empirical analysis using Structural Equation Modeling-Partial Least Square (SEM-PLS) on 113 employees of the Secretariat of the Jakarta Presidential Advisory Council, this study confirms that career development and transformational leadership are crucial determinants in achieving employee sustainable performance. The findings show that career development makes a significant contribution of 34.0% to continuous performance improvement, with the dimension of improving performance quality through increasing self-discipline being the most dominant factor. Transformational leadership contributes 30.5% in driving sustainable performance, with individual considerations being the strongest dimension that reflects the leader's care and support for employees. The perceived organizational support has been proven to have a positive influence of 21.6%, where organizational appreciation for employee contributions is the main indicator that motivates performance improvement.

The dynamics of moderation reveal an interesting phenomenon where the perceived organizational support has a dual role in strengthening or weakening the relationship between variables. Organizational support negatively moderates the relationship between career development and sustained performance, indicating that excessive support can create dependencies that hinder employee self-development initiatives. In contrast, organizational support positively reinforces the influence of transformational leadership on sustainable performance, suggesting that the combination of inspirational leadership with organizational structural support results in optimal synergies in long-term performance achievement. The

scientific contribution of this research enriches the literature on human resource management by identifying complex mechanisms of moderation that explain specific conditions under which organizational variables can have a maximum impact or are counterproductive, thus providing strategic guidance for optimizing human resource management in the public sector with a more nuanced and contextual approach.

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