

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND CAREER DEVELOPMENT ON JUDICIAL APPARATUS PERFORMANCE MEDIATED BY LEADERSHIP STYLE : STUDY ON THE MILITARY COURTS OF REGION I & II INDONESIA

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ABSTRACT

This study aims to examine the influence of organizational culture and career development on judicial apparatus performance which is mediated by leadership style. The population was all judicial apparatus at the Military Court Region I & II Indonesia, consisting of Military Court I-01 Banda Aceh, Military Court I-02 Medan, Military Court I-08 Jakarta, and Military Court II-10 Semarang, totaling 167 people. Research sampling was conducted using the census method where the entire population became research respondents. The analysis tools used are SPSS, SEM AMOS, and Sobel Calculator. The results of descriptive testing prove that the organizational culture, career development, leadership style, and performance of the judicial apparatus are good. The results of direct effect hypothesis testing prove that organizational culture positively and significantly affects leadership style, but career development does not affect leadership style. Furthermore, organizational culture, career development, and leadership style positively and significantly affect judicial apparatus performance. Additionally, the results of indirect effect hypothesis testing prove that leadership style (partially) mediates the organizational culture impact on judicial apparatus performance, but leadership style does not mediate the career development impact on judicial apparatus performance.

Keywords: Organizational Culture, Career Development, Leadership Style, Apparatus Performance.

1. INTRODUCTION

The Indonesian Region I & II Military Court is the first level court to examine and decide criminal cases and traffic violations for soldiers with the rank of captain and below in Indonesia. The military court is a legal institution under the auspices of the Supreme Court following Law No. 4/2004 article 13 paragraph 1. In carrying out its role, the Military Court not only uses the Criminal Code as a basis for deciding a criminal case but also uses the Military Criminal Code (KUHPM) (Law No. 39 Tahun 1947) as a basis for deciding a special Indonesian National Army (TNI) case, for example, a desertion case in article 87 of the KUHPM. Based on the Republic of Indonesia Supreme Court Regulation No. 7/2015, the organizational pattern of military courts leads to two designs, namely performance-based organizations and knowledge organizations. Therefore, all judicial apparatus is required to be competent in their performance, both in managing the judiciary and in managing the administration of justice. The performance of judicial apparatus is assessed based on Presidential Decree (PP) No. 30/2019 and Supreme Court Secretary Decree (SK SEKMA) No. 120/SEK/SK/II/2023 concerning the management of the performance of apparatus within the Supreme Court and its subordinate judicial bodies.

To improve judicial apparatus performance, especially judges at the Indonesian Region I & II Military Courts are required to take part in other activities such as technical guidance for judges to increase knowledge, skills, and professionalism for judges such as Formation Education for functioning legal Apparatus Advanced Education (Diklapa I & II) as a condition for promotion to military rank with an educational period of approximately 6 months, specialist development education (Dikbangspes) such as Military Judge Training Course (Susjabkimmil). It aims to provide eligibility for military judges to get the opportunity to become a head of court with an educational period of approximately 3 months.

In Military Courts, the performance of judicial apparatus can be measured by the work performance of each individual following the Apparatus performance targets (SKP) that have been previously determined. These work achievements are of course to accommodate the organization's performance achievements in one budget year as measured by the fulfillment of all main performance indicators and additional performance as well as the realization of budget absorption following the planning carried out each year. Every judicial apparatus is required to fill out a performance report via the e-performance application which has been prepared by the Supreme Court. Monitoring of apparatus performance achievements is carried out every month by each work unit leader. This performance achievement determines the achievement of tukin for each judicial apparatus. The average performance achievements of the judicial apparatus at the Indonesian Region I and II Military Courts in 2023 are as presented in Table 1 below.

Table 1. Performance Achievements of Judicial Apparatus in Indonesian Region I & II Military Court in 2023

| No | Indicators | Average Performance Achievement of Judicial Apparatus | | | |
|----|---|---|-------|---------|----------|
| | | Banda Aceh | Medan | Jakarta | Semarang |
| 1 | Quality/perfection of work processes/work activities | 94 | 93 | 95 | 94 |
| 2 | The amount of output produced from each work activity cycle | 92 | 90 | 94 | 94 |
| 3 | Speed in completing work | 90 | 88 | 90 | 90 |
| 4 | The lower the costs required by each work activity | 85 | 85 | 85 | 85 |
| 5 | Increasing service quality | 88 | 80 | 88 | 85 |
| 6 | Application of values, norms, behavior, ethics, and applicable laws and regulations | 90 | 88 | 90 | 90 |
| 7 | Level of commitment to the organization | 88 | 80 | 88 | 90 |
| 8 | Increase cooperation | 75 | 75 | 80 | 83 |

Source: Indonesian Region I & II Military Court (2024)

From Table 1 above, it can be seen that the overall performance of the judicial apparatus based on the SKP report already has a good average score. However, it is still very important for the leadership of the military courts to continue to strive to improve judicial apparatus

performance, this is reflected in the case resolution statistics at the military courts for Regions I & II as presented in the annual report reported by the Supreme Court, where the Annual report for 2021 to 2023 shows that The performance of the Region I & II military courts has not been able to achieve the targets set in the work agreement. The statistical data on case resolution in the annual report shows that there are still many cases that have not been able to be resolved in the current year, so the trial of these cases becomes homework that must be resolved in the next fiscal year. This shows that the judicial apparatus at the Indonesian Region I & II Military Courts has not been able to implement the Supreme Court circular No/2014 which states that the resolution of cases at the first level court and the appeal level must be completed no later than 5 months.

From the annual report, the Indonesian Region I & II military courts show a decline in performance where the achievement of resolving military crime cases continues to decline from year to year. This also shows that the overall performance of the judicial apparatus at the Indonesian Region I & II Military Courts is not yet optimal and needs improvement. Based on the results of field observations, it was found that one of the obstacles that cause judicial apparatus performance to not be optimal is due to the limited number of personnel and the large legal territorial area that covers all provinces in each working area of the military court.

To overcome these obstacles to produce a better performance of the apparatus, the leadership of the military courts in Regions I & II needs to pay attention to factors that can influence the improvement of judicial apparatus performance. Many factors influence judicial apparatus performance as proven by (Buulolo, Yanto, & Kusumayanti, 2023); (Marreiros, Romana, & Lopes, 2023); (Gökalp & Soran, 2022); (Maamari & Saheb, 2018) which include leadership style, organizational culture, and career development. This research focuses on employee performance and leadership style as mediating variables in Indonesian Region I & II Military Courts. By considering the Holistic Approach to organizational culture, career development, and leadership style in one framework, this research may offer a more holistic understanding of the factors that influence employee performance at the Indonesian Region I & II Military Courts. This kind of holistic approach can help in designing more comprehensive management strategies.

2. LITERATURE REVIEW

Apparatus Performance

PP No. 30 of 2019 states that apparatus performance is performance achievement which is measured by comparing the work plan agreed at the beginning of the year with the achievements obtained at the end of the fiscal year. Apparatus who are said to have good performance are employees who can meet and even exceed all work targets by meeting all criteria such as quality, quantity, and completion time. (Rivai & Sagala, 2014) states that performance is the level of success of a person in a certain period measured based on the achievement of their tasks compared to the standard work results, targets, or goals that have been determined and agreed upon previously. (Itam, Mukhlis, & Musnadi, 2021) states that performance is the employee performance during a certain period evaluated based on comparison with standards, targets, or criteria that have been previously determined and agreed upon. (Anesah, Nizam, & Iskandarsyah, 2024) Performance is a track record of work results achieved by an individual as proof of success in carrying out assigned tasks, based on skill, experience, and sincerity within a certain period. Performance is a person's ability to complete their burden of responsibility both individually and

as a group in an organization which is measured at the end of the fiscal year by paying attention to the quality, quantity, efficiency, effectiveness, and productivity of the work output produced. Performance can also be a reference or standard for evaluating or assessing performance so that it can provide constructive input and suggestions to develop individual or team performance in the organization.

In a military court environment that has crucial responsibilities in maintaining justice and order within the military sphere, their performance can vary depending on the role and responsibilities of the individual within the court. The performance of military court officials can be seen from the resolution of cases quickly and fairly, compliance with legal procedures where every employee in the military court environment is expected to comply with all applicable legal procedures and ensure that each case handled is following applicable legislation and legal standards. In other words, performance in a military court environment not only includes quantitative aspects such as resolving cases in a short time but also qualitative aspects such as fairness, integrity, and professionalism in carrying out their duties.

Leadership Style

The leader is the captain in controlling and directing the organization in achieving its goals. Each leader has their style and pattern in managing the organization in which they work so that they can influence their employees in carrying out the main tasks and special tasks assigned to them so that the organization's goals are achieved. (Yukl & Gardner, 2020) Mention Leadership style is a pattern of behavior that a person uses when trying to influence other people according to their wishes. (Mahzar, Adam, & Iskandarsyah, 2022) defines leadership style as a set of methods applied to influence, direct, guide, and motivate members in an organization to achieve the goals of the organization by upholding the norms that apply in the organization.

Leadership style can be summed up as the behavior of superiors in making decisions, directing, and delegating work both individually and in groups as well as direct involvement in efforts to complete work to create unity and integrity in thinking and acting to achieve organizational goals. A leader is a central figure whose existence is very important in an organization. The success of achieving an organization's goals depends greatly on the leadership style applied. Leadership style includes behavior and strategies which are a combination of philosophy, skills, traits, and attitudes, which are applied by a leader to influence the performance of his subordinates. Each leader has their style in leading, directing, and motivating their employees to achieve good performance so that efforts to achieve organizational goals can be realized.

Organizational culture

Organizational culture reflects the organization's characteristics itself which consists of systems and behavioral values. (Robbins & Judge, 2017) emphasizes that organizational culture is a system implemented in an organization and carried out by its members in the administration of the organization. Shared values and practices have evolved rapidly over time, and have a significant influence on the way an organization is run. (Zainal et al., 2019) states that organizational culture is a framework that guides daily behavior and decision-making for employees, and directs their actions to achieve organizational goals. Organizational culture can be understood as a system of values that directs the behavior of human resources in responding to external challenges and

interpreting prevailing values, as well as determining how they should act and behave. A deep understanding of organizational culture by every member of human resources is very important because this is closely related to every aspect of the activities carried out, from strategic and tactical planning to the implementation of the plan, all of which must be in harmony with the organizational culture (Rizwan, Musnadi, & Faisal, 2018).

Organizational culture, although often difficult to measure directly due to its invisible, implicit, and often taken-for-granted nature, consists of the fundamental assumptions, understandings, and unwritten rules that guide daily behavior in the work environment. The cultural effect on employee behavior is becoming increasingly significant for organizations. By expanding spans of control, simplifying organizational structures, introducing teams, reducing levels of formalization, and empowering employees, a strong culture creates shared meaning that aligns all members of an organization toward a common goal. Thus, culture acts as a social binding element that strengthens cohesion in the organization.

Career development

A career is a person's work history or a series of positions held during his career. A career is a sequence of promotions or transfers to higher positions in the employment relationship hierarchy or to more demanding positions (Hirma, Mukhlis, & Musnadi, 2021). Career development is an integral component of employee career development management at agency and national levels. This process is carried out by implementing the Merit System and is adapted to the specific needs of each agency, to ensure harmony between individual potential and organizational demands (PP No.17/2020). BKN Regulation no. 28/2020 states that a career is a series of positions held by individuals throughout their life cycle in an organization, describing the development and shifts in roles undertaken during that period. PANRB Ministerial Decree No. 28/2021 states that employee career patterns are the basic scheme that regulates the order of placement and/or transfer of employees in various positions and types of positions on an ongoing basis, reflecting a systematic career development path in the organizational structure.

(Bigony, Alpers, & Ponterotto, 2019) defines theory development as an effort to improve and deepen conceptual understanding through a series of steps involving observation, reasoning, and critical assessment. According to (Dumsch, 2016) Career development focuses on the concept of "life-span, life-space" which describes that career development is a continuous process throughout life and involves various roles in a person's life. A career development system is a structured, formal, and systematic effort to create a balance between individual career aspirations and the needs of the organization's workforce, by facilitating the growth and development of both synergistically (Bernardin & Russell, 2013). Career development allows agencies/organizations to convince their employees to gain their abilities and talents so that they can advance to a higher level. Career management and development consistently increase the productivity and creativity of human resources and help achieve organizational goals (Robbins, Coulter, & Cenzo, 2019).

Research Model and Hypothesis

The research model and its hypothesis are shown below.

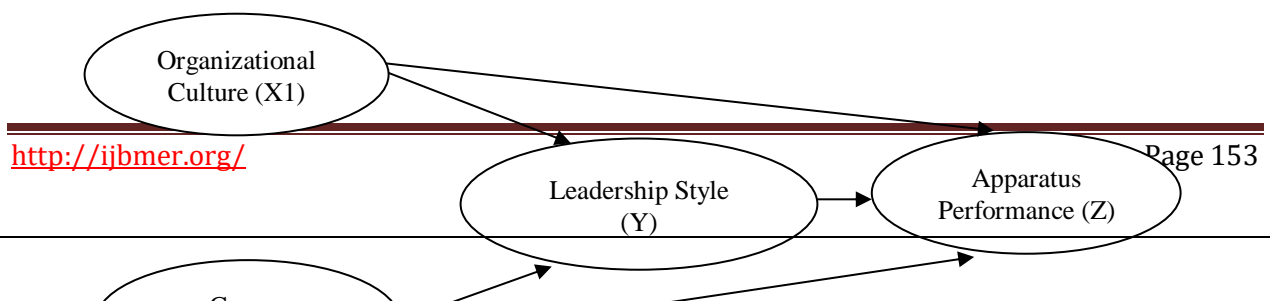


Figure 1. Research Model

Descriptive Hypothesis

H₁ : Organizational culture, career development, leadership style, and performance of the Indonesian Military Court Region I & II judicial apparatus are good.

Direct Hypothesis

H₂ : Organizational culture influences leadership style

H₃ : Career development influences leadership style

H₄ : Organizational culture influences judicial apparatus performance of the Indonesian Military Court Region I & II judicial apparatus

H₅ : Career development influences judicial apparatus performance of the Indonesian Military Court Region I & II judicial apparatus

H₆ : Leadership style influences judicial apparatus performance of the Indonesian Military Court Region I & II

Indirect Hypothesis

H₇ : Leadership style mediates the organizational culture impact on judicial apparatus performance of the Indonesian Military Court Region I & II

H₈ : Leadership style mediates the career development impact on the judicial apparatus performance of the Indonesian Region I & II Military Court apparatus.

3. METHOD

This study was conducted at Military Court Region I & II Indonesia, consisting of Military Court I-01 Banda Aceh, Military Court I-02 Medan, Military Court I-08 Jakarta, and Military Court II-10 Semarang. The research objects are organizational culture, career development, leadership style, and performance of judicial apparatus. In this study, the population was all employees at the Indonesian Region I & II Military Court, totaling 167 people, which can be seen below.

Table 2. Research Population

| No | Position | Military Court I-01 Banda Aceh | Military Court I-02 Medan | Military Court II-08 Jakarta | Military Court II-10 Semarang |
|----------|---------------|--------------------------------|---------------------------|------------------------------|-------------------------------|
| I | JUDGE | | | | |
| 1 | Chief Justice | 1 | 1 | 1 | 1 |

| No | Position | Military Court I-01 Banda Aceh | Military Court I-02 Medan | Military Court II-08 Jakarta | Military Court II-10 Semarang |
|---------------|---|--------------------------------|---------------------------|------------------------------|-------------------------------|
| 2 | Deputy head | - | - | 1 | 1 |
| 3 | Military Judge | 6 | 8 | 12 | 4 |
| II | CLERK OF A COURT | | | | |
| 4 | Clerk of a Court | 1 | 1 | 1 | 1 |
| 5 | Junior Criminal Registrar | 1 | 1 | 1 | 1 |
| 6 | Junior Law Clerk | - | - | 1 | 1 |
| 7 | Substitute Registrar | 2 | 4 | 10 | 2 |
| 8 | Judicial Case Analyst | 2 | 2 | 2 | 2 |
| 9 | Case Handling Manager | 5 | 4 | 4 | 3 |
| III | SECRETARIAT | | | | |
| 10 | Secretary | 1 | 1 | 1 | 1 |
| 11 | Head of General and Finance Subdivision | 1 | 1 | 1 | 1 |
| 12 | Head of Civil Service and Ortala Subdivision | 1 | 1 | 1 | 1 |
| 13 | Head of Planning, IT, and Reporting Subdivision | 1 | 1 | 1 | 1 |
| IV | FUNCTIONAL | | | | |
| 14 | Apparatus HR Analyst | 1 | 1 | 1 | - |
| 15 | Computer Institutions | - | - | 1 | - |
| 16 | Archivist | - | 1 | 1 | - |
| 17 | Librarian | 1 | - | - | - |
| V | EXECUTIVE POSITION | | | | |
| 18 | Operational Service Stylist | 4 | 3 | 3 | 1 |
| 19 | Policy Technical Reviewer | - | 2 | - | - |
| 20 | Personnel Management Information System Manager | - | - | 1 | 1 |
| 21 | Procurement Services Manager | 1 | 1 | 1 | 1 |
| 22 | Data and Information Processing | 1 | 4 | 4 | 2 |
| 23 | Facilities and Infrastructure technician | 1 | 1 | 1 | 1 |
| 24 | Office Administration | 5 | 6 | 3 | 8 |
| Amount | | 36 | 44 | 53 | 34 |
| TOTAL | | 167 | | | |

Source: Military Court Annual Report (2024)

According to (Sugiyono, 2017) The minimum sample size required in this research is determined as five times the number of indicators. With 29 existing indicators, the minimum sample size required is $5 \times 29 = 145$ individuals. Based on information from Table 2, the total population is 167 individuals. Considering that the population size is relatively small, this research applies the census method, where the entire population is used as the research sample.

Research data was collected by distributing questionnaires to all research respondents.

Questionnaire data was measured using a Likert scale. The indicators used to measure each variable are shown below.

Table 3. Operational Variables

| No | Variable | Indicators |
|----|---|--|
| 1 | Performance of the Judicial Apparatus (Z) | <ul style="list-style-type: none"> ▪ Quality ▪ Quantities ▪ Time period ▪ Cost-effectiveness ▪ Service Orientation ▪ Integrity ▪ Commitment ▪ Collaboration PP N0 30 of 2019 |
| 2 | Leadership Style (Y) | <ul style="list-style-type: none"> • Ability to direct • Ability to sell/give ideas • Participation • Delegation • Encouragement • Ability to educate/train (Sumidjo, 2012) |
| 3 | Organizational culture (X ₁) | <ul style="list-style-type: none"> ▪ Freedom of opinion ▪ Ideas ▪ Orientation ▪ Orders ▪ Goal integration ▪ Integration of activities ▪ Preliminary supervision ▪ Supervision while working (Robbins & Judge, 2017) |
| 4 | Career development (X ₂) | <ol style="list-style-type: none"> 1) Organizational policy 2) Work performance 3) Educational background 4) Training 5) Work experience 6) Loyalty to the organization 7) Flexibility in social interactions and relationships between people (Sihotang, 2007) |

Descriptive hypothesis testing was carried out using SPSS statistical tools, aiming to evaluate the condition of each variable in the research. On the other hand, causality hypothesis

testing is carried out using the SEM-AMOS statistical tool. The causal relationship between the constructs in this research will be stated as follows:

$$\begin{aligned} \text{Leadership Style } (\eta_1) &= \gamma_{11} \text{ Organizational Culture} + \gamma_{12} \text{ Career Development} + \zeta_1 \\ \text{Apparatus Performance } (\eta_2) &= \gamma_{21} \text{ Organizational Culture} + \gamma_{22} \text{ Career Development} + \beta_{21} \text{ Leadership Style} + \zeta_2 \end{aligned}$$

Indirect/mediation effect hypothesis testing is carried out using a Sobel calculator. (Baron & Kenny, 1986) explains that mediators play a role in explaining the mechanisms and reasons behind the occurrence of effects or relationships in research. The Sobel Test is a statistical method used to assess whether mediating variables function significantly in bridging the influence of exogenous variables on endogenous variables (Sobel, 1982).

4. RESULTS AND DISCUSSION

Descriptive Hypothesis

Based on the respondents' perceptions of the variables, the average value of judicial apparatus performance was 3.74, the average value of leadership style was 3.72, the average value of organizational culture was 4.00, and the average value of career development was 4.00. 3.58. Overall, it is known that the mean value is 3.76 > 3.41. Descriptive hypothesis testing is as follows.

Table 4. One Sample Test

| | Test Value = 3.41 | | | | | |
|------------------------|-------------------|-----|-----------------|-----------------|---|---------|
| | t | df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference | |
| | | | | | Lower | Upper |
| Apparatus Performance | 80.332 | 146 | 0.000 | 26.50837 | 25.8562 | 27.1605 |
| Leadership Style | 63.190 | 146 | 0.000 | 18.88252 | 18.2919 | 19.4731 |
| Organizational Culture | 70.139 | 146 | 0.000 | 28.56959 | 27.7646 | 29.3746 |
| Career Development | 71.988 | 146 | 0.000 | 21.63082 | 21.0370 | 22.2247 |

Source: Processed data (2024)

The respondents' perceptions of each variable, the average was greater than 3.41. Furthermore, from the results of the one-sample t-test, as shown in Table 4 above, it can be seen that all variables in this study obtained a sig (2-tailed) value smaller than 0.05. These prove that all variables in this research have run well at the Indonesian Wilyaha I & II Military Courts. This value also proves that hypothesis 1 is accepted where H_{a1} is accepted and H₀₁ is rejected.

Direct Hypothesis

The full model SEM analysis was carried out after all assumptions for both CFA and GoF were met. It is through the evaluation of model suitability and first-order statistical tests. The full SEM

model is shown below.

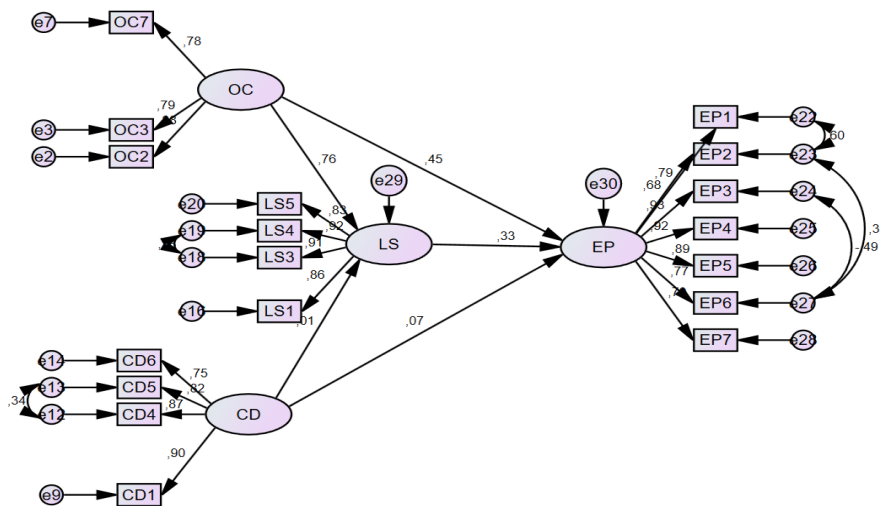


Figure 2 Structural model

The full SEM model test above shows the results of direct hypothesis testing. The testing aims to prove the exogenous direct influence on endogenous variables and prove theoretical studies related to previous research.

Table 5. Regression Weight

| Endogenous | Exogenous | Estimate | | S.E. | C.R. | P |
|-----------------------|----------------------------|----------|-------|------|-------|-------|
| | | Std | Ustd | | | |
| Leadership Style | <-- Organizational culture | 0.76 | 0.793 | 0.08 | 9.05 | *** |
| | | 0 | | 8 | 3 | |
| Leadership Style | <-- Career development | 0.01 | 0.011 | 0.07 | 0.15 | 0.87 |
| | | 0 | | 0 | 7 | |
| Apparatus Performance | <-- Organizational culture | 0.45 | 0.375 | 0.09 | 3.81 | *** |
| | | 4 | | 8 | 5 | |
| Apparatus Performance | <-- Career development | 0.27 | 0.251 | 0.05 | 2.10 | 0.00 |
| | | 0 | | 3 | 9 | |
| Apparatus Performance | <-- Leadership Style | 0.33 | 0.263 | 0.08 | 2.952 | 0.003 |
| | | 2 | | 9 | | |

Source: Primary Data Processed (2024)

Based on the table 5 above, the statistical equation can be formulated as follows:
 Leadership Style = 0.760 Organizational Culture + 0.010 Career Development
 Apparatus Performance = 0.454 Organizational Culture + 0.270 Career Development + 0.332 Leadership Style

Testing hypothesis 2, namely the organizational culture impact on leadership style at the Indonesian Region I & II Military Court, obtained a Critical Ratio (CR) value of 9.053 > 1.96 and a probability (P) value of 0.000 < 0.05. These scores prove that organizational culture positively

and significantly affects leadership style at the Indonesian Region I & II Military Courts. These results explain that hypothesis 2 is accepted (where its H_a is accepted and its H_0 is rejected).

Testing hypothesis 3, namely the career development impact on leadership style, obtained CR $0.157 < 1.96$ and P $0.875 > 0.05$. These scores reveal that career development does not significantly influence the leadership style at the Indonesian Region I & II Military Court. So the results prove that hypothesis 3 is rejected (where its H_{a3} is rejected and its H_{03} is accepted).

Testing hypothesis 4, namely the organizational culture impact on judicial apparatus performance, obtained C.R $3.815 > 1.96$ and P $0.000 < 0.05$. These scores describe that organizational culture positively and significantly affects judicial apparatus performance at the Indonesian Military Court Region I & II. These results prove that testing hypothesis 4 is accepted.

Testing hypothesis 5, namely the career development impact on judicial apparatus performance, obtained CR $2.109 > 1.96$ and P $0.007 < 0.05$. Obtaining these scores proves that career development positively and significantly affects judicial apparatus performance at the Indonesian Military Court Region I & II. These values explain that hypothesis 5 is accepted.

Testing hypothesis 6, namely the leadership style impact on judicial apparatus performance, obtained CR $2.952 > 1.96$ and P $0.003 < 0.05$. These values show that leadership style positively and significantly affects judicial apparatus performance at the Indonesian Military Court Region I & II. These values also show that hypothesis 6 is accepted.

Indirect Hypothesis

The test results using a Sobel calculator for testing hypothesis 7 in this study are as shown in Figure 3 below.

| | Memasukkan: | Statistik uji: | Kesalahan Standar: | nilai p : | |
|--------|-------------|----------------|--------------------|------------|------------|
| A | 0.793 | Uji Sobel: | 3.44669193 | 0.07638513 | 0.0005675 |
| B | 0.332 | Tes Aroian: | 3.42871596 | 0.0767856 | 0.00060644 |
| adalah | 0.088 | Uji Goodman: | 3.46495363 | 0.07598255 | 0.00053032 |
| sebuah | | | | | |
| aku | 0.089 | Reset all | Menghitung | | |
| b | | | | | |

Figure 3 Result of Hypothesis 7

Testing hypothesis 7, namely the organizational culture impact on judicial apparatus performance through leadership style, the t-statistic value obtained was $3.44 > 1.96$ and the P value was $0.000 < 0.05$. These results show that testing hypothesis 7 is accepted. This proves that leadership style mediates the organizational culture's impact on judicial apparatus performance. Based on the results for path C' using the Sobel test, and for all paths (A, B, C, and C'), below is the proven H7 model.

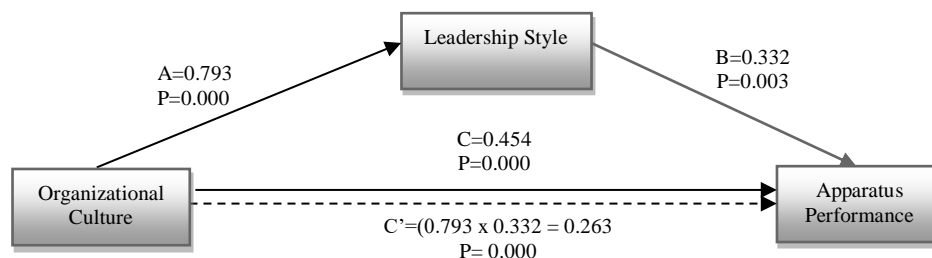


Figure 4. Hypothesis 7 Mediation Effect

Figure 4 above shows the leadership style effect size in mediating the organizational culture influence on judicial apparatus performance is 0.263, which means that by improving leadership style it will be able to increase the organizational culture effect on judicial apparatus performance by 26.3%. The results also prove that leadership style acts as a partial mediator because organizational culture can also impact judicial apparatus performance directly without going leadership style as well.

The test results using a Sobel calculator for testing hypothesis 8 in this study are as shown in Figure 5 below.

| | Memasukkan: | | Statistik uji: | Kesalahan Standar: | nilai p : |
|---------------|------------------------------------|--|---|---|---|
| A | <input type="text" value="0.011"/> | Uji Sobel: | <input type="text" value="0.15700361"/> | <input type="text" value="0.02326061"/> | <input type="text" value="0.875242"/> |
| B | <input type="text" value="0.332"/> | Tes Aroian: | <input type="text" value="0.15165818"/> | <input type="text" value="0.02408047"/> | <input type="text" value="0.87945654"/> |
| adalah sebuah | <input type="text" value="0.070"/> | Uji Goodman: | <input type="text" value="0.16295728"/> | <input type="text" value="0.02241078"/> | <input type="text" value="0.87055207"/> |
| aku b | <input type="text" value="0.089"/> | <input type="button" value="Reset all"/> | <input type="button" value="Menghitung"/> | | |

Figure 5 Result of Hypothesis 8.

Testing hypothesis 8, namely the career development impact on judicial apparatus performance through leadership style, obtained the t-statistic value was $0.157 < 1.96$ and the P value was $0.875 > 0.05$. These results show that testing hypothesis 8 is rejected. This proves that leadership style does not mediate the career development impact on judicial apparatus performance in the Indonesian Military Court Region I & II.

5. DISCUSSION

Organizational Culture on Leadership Style (H2 Acceptance)

Hypothesis 2 was accepted where organizational culture significantly affects leadership style. The organizational culture impact size in influencing leadership style is 0.760. These results show that improving organizational culture will be able to improve leadership style by 76%. It is in line with (Marreiros, Romana, & Lopes, 2023) and (Hardjadinata, 2020), they showed that organizational culture has a very important role in the organization. To continue to improve organizational culture, the leadership of the Indonesian Region I & II Military Court needs to educate the values of organizational culture and supervise the implementation of activities so that the organizational culture will continue to be implemented by all members of the organization in the Indonesian Region I & II Military Court.

The leadership of the Indonesian Region I & II Military Court must be able to increase these values in the organizational culture so that they have an impact on the effectiveness of leadership style in achieving organizational goals. To improve organizational culture, the leadership ranks at the Military Court must frequently carry out sharing sessions with all judicial apparatus, provide opportunities for all judicial apparatus to convey ideas to improve performance, be given the

freedom to express opinions and provide direction regarding future orientation achieved. This is in line with the results of research conducted by (Marreiros et al., 2023) where they concluded that an organizational culture that is based on rules, hierarchical, internally focused, and with a controlled structure will be able to create a leadership style that focuses on internal processes and is centered on the normal state of leadership.

Career Development on Leadership Style (H3 Rejection)

Hypothesis 3 was rejected, where career development does not affect leadership style. It rejects the results by (Yanti & Sinollah, 2023), (Sandler, Young, & Avery, 2005), (Chan, 2019), (Mazzetti & Schaufeli, 2022). This happens in the Indonesian Region I & II Military Court because leadership style in military institutions is more influenced by the hierarchical structure, discipline, and strict rules that apply, rather than individual career development. Although career development can enhance personnel skills and knowledge, changes in leadership style are typically driven by military-specific leadership training, field experiences, and strong military values and doctrine, not simply through individual career advancement.

Additionally, career development in Military Courts often focuses more on improving technical skills and professional competencies relevant to specific tasks, while leadership styles tend to be determined by military traditions, internal policies, and established expectations. Military Courts have a very rigid culture and command structure, meaning that leadership decisions and approaches are often governed by standard protocols and operating procedures, rather than by individual initiative that develops through career development. Therefore, even though someone may experience career growth, their leadership style must still conform to strict military standards.

Organizational Culture on Judicial Apparatus Performance (H4 Acceptance)

Hypothesis 4 was accepted where organizational culture positively and significantly affects judicial apparatus performance at the Indonesian Region I & II Military Courts. It is in line with (Noviherni & Novianti, 2023), (Sirajuddin, Arina, & Ferdika, 2023), (Bulolo, Yanto, & Kusumayanti, 2023), (Niken, Putra, & Azka, 2022), (Gökalp & Soran, 2022), (Maamari & Saheb, 2018), and it rejects the results by (Yusuf, 2024), (Trijaya & Safaria, 2023), (Sirait, Sudarno, Junaedi, Purwati, & Deli, 2022).

This research proves that the better the implementation of organizational culture within the Indonesian Region I & II Military Courts, the judicial apparatus performance will be able to increase by 45.5%. Therefore, it is important for the leadership in the Indonesian Region I & II Military Courts to further improve direction regarding the orientation to be achieved, ensuring that each judicial apparatus is always able to integrate the objectives with the realization achieved by the organization. In Military Courts, a strong organizational culture can strengthen the morale and motivation of officers, increase compliance with procedures and rules, and ensure that each member works towards the same goal with high standards.

To improve organizational culture, the leadership ranks at the Indonesian Region I & II Military Courts must frequently educate and supervise the implementation of organizational values for all judicial apparatus. These efforts are carried out in the hope that they will be able to further increase the level of work productivity, quality of work, and quantity of work of each judicial apparatus at the Indonesian Region I & II Military Courts. (Bulolo et al., 2023) states that a strong

organizational culture often increases commitment to shared organizational goals and collective responsibility. A strong and consistent culture creates a work environment that is conducive to productivity and effectiveness.

Career Development on Judicial Apparatus Performance (H5 Acceptance)

Hypothesis 5 was accepted where career development positively and significantly affects judicial apparatus performance at the Indonesian Region I & II Military Courts. It is in line with (Noviherni & Novianti, 2023), (Mazzetti & Schaufeli, 2022), and it rejects the results by (Nurlana, Hafasnuddin, & Ridwan, 2022). From this research, it can be seen that by increasing career development, the judicial apparatus's performance will be able to increase by 27%. This happens in Military Courts because it increases skills, motivation, adaptability, and leadership, all of which contribute to increasing efficiency and effectiveness in carrying out judicial duties.

The leadership of the Indonesian Region I & II Military Courts must map and plan the career development of the judicial apparatus. In making decisions regarding the career development of officers, the leadership must pay attention to points such as the work performance of the officers, the work experience of the officers, as well as the number of competency development activities, both formal and informal, such as training/workshops/training that are attended by the officers as one of the points in providing career development opportunities for officers. These points will certainly increase the motivation of the judicial apparatus to work better so that the work productivity produced in terms of quality, quantity, and cost efficiency can be further increased by all judicial apparatus at the Military Court Regions I & II Indonesia. The leadership must provide equal opportunities to all judicial apparatus in developing their careers.

Leadership Style on Judicial Apparatus Performance (H6 Acceptance)

Hypothesis 6 was accepted where leadership style positively and significantly affects judicial apparatus performance at the Region I & II Military Court. The leadership style effect size in influencing apparatus performance is 0.332. This value proves that the better the leadership style at the Indonesian Region I & II Military Courts, the judicial apparatus performance will be able to improve by 33.2%. It is in line with (Noviherni & Novianti, 2023), (Trijaya & Safaria, 2023), (Bulolo et al., 2023), (Sirajuddin et al., 2023), (Niken et al., 2022), and it rejects the results by (Yusuf, 2024), (Marbun, Sudiarditha, & Susita, 2022).

Based on the survey results, it can be seen that it is important for the leadership of the Military Court Regions I & II Indonesia to be able to produce creative ideas to solve problems and realize the organization. Furthermore, the leadership ranks at the Military Court must also be able to educate and develop all judicial apparatus so that they avoid mistakes in their work. To increase the work productivity of the judicial apparatus, the leadership of the military court must distribute and delegate official duties and duties to each judicial apparatus fairly and evenly. The leadership must also act as role models and encourage all judicial apparatus to continue to develop their creativity so that they can create time and cost efficiencies in completing tasks and improve the quality and quantity of their work.

Leaders who can inspire, motivate, and provide clear direction to their subordinates will increase the morale and commitment of judicial officials. This is important in a military environment, where discipline and obedience to orders are paramount. Leaders who demonstrate integrity, fairness, and respect for their members build trust and respect, which in turn improves

individual and team performance (Piwowar-Sulej & Iqbal, 2023), (Carvalho, Alves, & Leitão, 2022). Overall, a good leadership style contributes significantly to judicial apparatus performance at the Military Court. Effective leadership creates a positive work environment, increases motivation and commitment, and ensures that justice officials have the support and guidance they need to achieve optimal performance (Qtait, 2023).

Organizational Culture on Judicial Apparatus Performance through Leadership Style (H7 Acceptance)

Hypothesis 7 was accepted where leadership style (partially) significantly mediates the organizational culture impact on judicial apparatus performance at the Indonesian Region I & II Military Courts. The leadership style effect size in mediating the influence of organizational culture on apparatus performance is 0.263 or 26.3%, which means that the better the leadership style at the Military Court, the organizational culture will be able to improve by 26.3% in improving judicial apparatus performance.

Leadership style mediates the organizational culture on judicial apparatus performance at the Military Court because effective leadership can strengthen organizational cultural values and direct the behavior of team members following organizational goals and standards. A strong organizational culture provides a framework of values and norms that form the basis of behavior and decisions in the organization. When leaders in Military Courts employ leadership styles that align with this culture, they can reinforce cultural messages and motivate justice personnel to work following these values, ultimately improving performance.

However, the organizational culture's impact on performance does not completely depend on leadership style. A strong culture has a direct effect on performance because it shapes the attitudes and behavior of the judicial apparatus. Internalized cultural values motivate members to act following organizational standards even without close supervision. In this context, leadership style functions as a reinforcer or guide, helping to direct how cultural values are applied in concrete situations. For example, in situations where difficult decisions have to be made, leaders who adhere to organizational values can ensure that the decisions are aligned with the organizational culture, which in turn improves team trust and performance.

Leadership style also plays a role in overcoming resistance to change and ensuring that innovation and continuous improvement are implemented. In Military Courts, where structures and procedures tend to be strict, effective leaders can use organizational culture as a tool to encourage adaptation and improvement. By linking changes to existing cultural values, leaders can reduce resistance and increase acceptance among justice officials. This shows that leadership not only strengthens existing culture but can also use culture as a basis for driving positive changes that improve performance. Overall, leadership style mediates this influence by reinforcing and directing the application of cultural values in daily activities. In other words, effective leadership links organizational culture to performance through the practical application of cultural values, ensuring that a strong culture translates into high and consistent performance in Military Courts.

Career Development on Judicial Apparatus Performance through Leadership Style (H2 Rejection)

Hypothesis 8 was rejected, where leadership style does not significantly mediate the career development impact on judicial apparatus performance. This is known from the results of the Sobel

test which produced a t-statistic value of $0.157 < 1.96$ and a p-value of $0.875 > 0.05$. Leadership style does not mediate this influence because career development and performance tend to have a more direct and specific relationship that is not too influenced by the way the leader manages the team. Career development focuses on improving an individual's skills, knowledge, and competencies, which directly increases their ability to carry out their duties and responsibilities more effectively.

Career development provides justice officers with training, certification, and practical experience that enhances their technical and professional competencies. When individuals have better skills and knowledge, they can work more efficiently and with higher quality, regardless of the leadership style adopted by their superiors. In the military context, where tasks are often highly structured and of a high standard, competencies acquired through career development can be directly applied to improve performance.

Additionally, in a military environment that is highly hierarchical and governed by strict rules, career development is often institutional and standardized, with training programs designed to meet the specific needs of the organization. Judicial personnel receive training and development determined by the organizational structure, which ensures that all members receive uniform advancement following operational standards. Therefore, the direct influence of career development on performance is more visible through individual achievement and the effectiveness of task execution, rather than through the leadership style that mediates this process.

6. CONCLUSION

The results concluded several proofs in the Indonesian Region I & II Military Courts. The descriptive testing proves that the organizational culture, career development, leadership style, and judicial apparatus performance are good. The results of direct effect hypothesis testing prove that organizational culture positively and significantly affects leadership style, but Career development does not affect leadership style. Furthermore, organizational culture, career development, and leadership style positively and significantly affect judicial apparatus performance. Additionally, the results of indirect effect hypothesis testing prove that leadership style (partially) mediates the organizational culture impact on judicial apparatus performance, but leadership style does not mediate the career development impact on judicial apparatus performance. These results explain that the model has been proven and produces premises that contribute academically. This model can be the basis for developing theories, especially for further research. Practically, this proof can be a reference for practitioners, especially for the research subject, namely policymakers for the Indonesian Military Courts. The results explain that the model for improving Judicial Apparatus Performance in the Indonesian Region I & II Military Courts is a function of cultural suitability, career development suitability, and leadership style suitability of the institution. Thus, policymakers can reformulate new strategies to advance the Indonesian Military Courts as a whole.

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