

The Influence of Organizational Culture, Ethical Leadership, and Career Development, Mediated by Communication on Sustainable Organizational Performance

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ABSTRACT

Purpose – This study examines the influence of organizational culture, ethical leadership, and career development on sustainable organizational performance, with communication acting as a mediating variable at the Corruption Eradication Commission (KPK) of Indonesia.

Methodology/approach – This study employed a quantitative causal design involving 330 KPK employees selected through purposive sampling. Data were collected using a structured questionnaire and analyzed using PLS-SEM with SmartPLS 4.1.18.

Findings – The results indicate that organizational culture, career development, and communication have positive and significant effects on sustainable organizational performance. Ethical leadership does not have a significant direct effect on sustainable organizational performance, although it significantly influences communication. Furthermore, communication significantly mediates the relationships between organizational culture, ethical leadership, career development, and sustainable organizational performance. Communication emerged as the strongest determinant of sustainable organizational performance, highlighting the importance of effective information exchange, transparency, and employee participation in achieving organizational sustainability.

Novelty/value – This research extends the Resource-Based View (RBV) by positioning communication as a strategic organizational capability that transforms organizational culture, ethical leadership, and career development into sustainable organizational performance. The study contributes empirical evidence from a public anti-corruption institution, an area that remains underexplored in sustainability and organizational performance literature.

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INTRODUCTION

Corruption remains one of the most significant challenges to sustainable development, public accountability, and good governance in many developing countries. In Indonesia, corruption continues to undermine the effectiveness of public institutions, weaken public trust, and hinder the achievement of sustainable development objectives. As the country's leading anti-corruption agency, the Corruption Eradication Commission (Komisi Pemberantasan Korupsi/KPK) plays a critical role in promoting transparency, accountability, and institutional integrity. Therefore, maintaining sustainable organizational performance is essential to ensure the effectiveness and long-term legitimacy of the institution. The importance of sustainable organizational performance becomes increasingly evident when examining Indonesia's Corruption Perception Index (CPI). Although Indonesia experienced a temporary improvement in 2024, the CPI score declined again to 34 in 2025, placing Indonesia among countries still facing significant corruption-related challenges. These fluctuations indicate that anti-corruption efforts have not yet achieved sustainable outcomes and highlight the importance of strengthening institutional capabilities and organizational effectiveness.

Table 1 Indonesia's Corruption Perception Index (CPI) 2019-2025

Year	CPI Score	Global Rank
2019	40	102
2020	37	102
2021	38	96
2022	34	110
2023	34	115
2024	37	99
2025	34	109

Source: Transparency International Indonesia, processed by the author (2026)

Similar concerns are reflected in the organizational performance of KPK. Based on the Organizational Performance Score (NKO), KPK experienced a substantial decline in 2023 before gradually recovering in 2024 and 2025. These fluctuations indicate the importance of strengthening internal organizational capabilities to ensure long-term organizational sustainability.

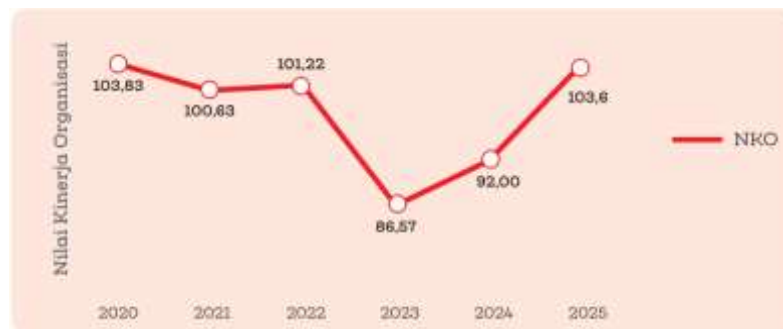


Figure 1. Trend of KPK Organizational Performance Score (2020-2025)

Source: KPK Performance Accountability Report (2025).

To identify potential organizational factors affecting sustainable organizational performance, a preliminary survey involving 33 KPK employees was conducted. The results revealed several major concerns, including career development (72.73%), organizational culture (63.64%), ethical leadership (57.58%), and communication (57.58%). These findings indicate that internal organizational factors may play a substantial role in shaping sustainable organizational performance within KPK.

Previous studies have reported inconsistent findings regarding the influence of organizational culture, ethical leadership, and career development on organizational performance. Several studies found that organizational culture, ethical leadership, and career development have significant direct effects on organizational performance (Abdi et al., 2024; Zebua, 2023; Wijaya et al., 2025). However, other studies found that these relationships become stronger when mediated by organizational mechanisms such as communication, organizational commitment, and knowledge sharing (Caldeira & Moro, 2025; Verhoeven & Madsen (2022); Nadales-Gallego et al., 2025). Furthermore, empirical studies examining communication as a mediating variable within anti-corruption public institutions remain limited, particularly in the context of sustainable organizational performance.

Therefore, this study develops an integrated model by examining the effects of organizational culture, ethical leadership, and career development on sustainable organizational performance through the mediating role of communication at the Corruption Eradication Commission (KPK). The study contributes to the Resource-Based View literature by positioning communication as a strategic organizational capability that transforms organizational resources into sustainable organizational outcomes.

LITERATURE REVIEW

Resource-Based View (RBV)

The Resource-Based View (RBV) is one of the most influential theories in strategic management, emphasizing that sustainable organizational performance is achieved through the effective management of internal organizational resources and capabilities. In 1991, the VRIN framework was introduced as part of the Resource-Based View (RBV), proposing that sustainable competitive advantage can be achieved when organizational resources are valuable, rare, inimitable, and non-substitutable (Barney & Hesterly, 2020). This perspective emphasizes the strategic importance of unique organizational resources that competitors find difficult to imitate or replace.

However, the VRIN framework focuses primarily on the characteristics of resources and provides limited explanation regarding how organizations utilize those resources effectively. To overcome this limitation, the framework was subsequently refined into the VRIO model, which replaces the non-substitutable dimension with organization. This development highlights that competitive advantage depends not only on possessing valuable resources but also on the organization's ability to organize, integrate, and exploit those resources through appropriate structures, systems, and managerial processes (Barney & Hesterly, 2020).

Within the context of this study, organizational culture, ethical leadership, and career development can be viewed as strategic intangible resources that satisfy the VRIO criteria. These resources are valuable because they improve organizational effectiveness, rare because they develop through unique organizational experiences, difficult to imitate because they are embedded within organizational routines and social interactions, and organized through formal management systems and governance mechanisms. Communication, meanwhile, functions as an organizational capability that enables these resources to be effectively mobilized and transformed into sustainable organizational performance.

Furthermore, the RBV perspective is closely aligned with Sustainable Development Goal 16 (Peace, Justice and Strong Institutions), which emphasizes the importance of building effective, accountable, transparent, and inclusive institutions. As Indonesia's anti-corruption agency, the Corruption Eradication Commission (KPK) requires strategic organizational resources and capabilities to sustain its organizational performance, strengthen institutional integrity, and support the achievement of sustainable governance objectives.

Sustainable Organizational Performance

Sustainable organizational performance refers to an organization's ability to consistently achieve its strategic objectives while creating long-term economic, social, and environmental value. Unlike traditional performance measures that primarily emphasize financial outcomes, sustainable organizational performance incorporates organizational effectiveness, stakeholder value, resilience, and sustainability outcomes to ensure long-term organizational viability (Chai, 2009; Hardani et al., 2025).

In the public sector, sustainable organizational performance is commonly evaluated using the Sustainability Balanced Scorecard (SBSC), which extends the traditional Balanced Scorecard by integrating financial, internal process, learning and growth, social, and environmental perspectives (Hardani et al., 2025). This framework enables organizations to balance short-term performance achievements with long-term capabilities such as innovation, human resource development, process effectiveness, and public value creation.

Widigdo and Mardian (2024) emphasize that sustainable performance depends on the quality of organizational relationships, support systems, and coordination mechanisms. Similarly, Raza et al. (2025) argue that sustainable organizational performance is the result of synergy among leadership, organizational commitment, and organizational culture in generating sustainable economic, social, and

environmental outcomes. Robbins and Judge (2023) further argue that productivity, effectiveness, efficiency, and sustainability are essential dimensions of organizational performance. In public organizations, sustainable organizational performance is closely aligned with SDG 16 (Peace, Justice and Strong Institutions) and is supported by organizational culture, ethical leadership, career development, and communication as key organizational resources and capabilities.

Organizational Culture

Organizational culture refers to a system of shared values, beliefs, norms, and assumptions that guides employee behavior and influences how organizational members interact and perform their work (Robbins and Judge (2023)). A strong organizational culture promotes commitment, trust, collaboration, and innovation, thereby supporting organizational effectiveness and sustainability. Zebua (2023) found that organizational cultures aligned with organizational values strengthen employee confidence and support sustainable performance. Similarly, Kholifah et al., (2024) emphasize the role of organizational culture in fostering innovation and organizational sustainability, while Zeb et al., (2021) demonstrate that innovation can mediate the relationship between organizational culture and performance. Furthermore, Nadas-Gallego et al., (2025) argue that a culture characterized by openness and information sharing strengthens internal communication and facilitates the effective implementation of organizational policies and strategies.

In the Indonesian public sector, organizational culture is reflected in the implementation of the ASN BerAKHLAK core values, comprising Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative behaviors, as stipulated in the Circular Letter of the Ministry of Administrative and Bureaucratic Reform No. 20 of 2021. Within KPK, these values are integrated with the organizational values of Integrity, Synergy, Justice, Professionalism, and Leadership to support transparency, accountability, collaboration, and public trust. Therefore, organizational culture is viewed as a strategic organizational resource that strengthens communication, institutional effectiveness, and sustainable organizational performance.

Ethical Leadership

Ethical leadership refers to a leadership approach grounded in moral values, integrity, fairness, and social responsibility. According to Rossouw (2023), ethical leadership is not merely a leadership position but a moral relationship built on trust, commitment, and a shared vision of what is considered good and beneficial for all stakeholders. Ethical leaders are expected to balance personal interests with the interests of others while fostering an ethical organizational culture through integrity-based leadership practices. Gils and Quaquebeke (2022) define ethical leadership as the demonstration and promotion of normatively appropriate behavior through personal actions, interpersonal relationships, communication, reinforcement, and ethical decision-making. This perspective encompasses two key dimensions: moral person and moral manager, in which leaders serve as ethical role models while actively encouraging ethical conduct among followers.

Ethical leadership is essential for fostering transparency, accountability, trust, and organizational sustainability (Caldeira & Moro, 2025). Rooted in Social Learning Theory, ethical leaders influence employee behavior through observable ethical standards and organizational values (Gils & Quaquebeke, 2022). Previous studies have shown that ethical leadership enhances employee engagement, organizational commitment, collaboration, and performance (Abdi et al., 2024; Alkhadra et al., 2023). Therefore, ethical leadership is considered an important organizational capability for supporting sustainable organizational performance, particularly in public sector organizations.

Career Development

Career development refers to a continuous learning and development process that enables employees to enhance their competencies, knowledge, and experience while preparing for future career opportunities and supporting organizational needs (McDonald and Hite (2023)). According to Dessler (2017), career development encompasses organizational practices such as career planning, training, promotion opportunities, career counseling, and the provision of career-related information. Beyond

enhancing employee competence, career development contributes to motivation, loyalty, retention, and professional growth. Empirical studies indicate that structured and transparent career development systems improve employee engagement and support sustainable organizational performance (Rakhma & Roziqin (2025).

Furthermore, talent management practices, including career progression, training and development, and employee retention, contribute significantly to sustainable organizational performance by strengthening workforce capabilities, organizational adaptability, and long-term competitiveness (Bataineh et al., 2025). Effective internal communication also strengthens employees' understanding of career policies, enhances perceptions of fairness, and reduces dissatisfaction, thereby fostering greater participation in career development programs (Zulaika et al. 2024). Therefore, career development can be viewed as a strategic organizational capability that enhances workforce adaptability and supports long-term organizational sustainability (Rakhma & Roziqin, 2025); Widigdo et al., 2025).

Communication as a Mediating Variable

Communication is defined as the process of exchanging information, ideas, and meanings among organizational members to achieve shared understanding and coordinated action (Robbins & Judge, 2024). Within organizations, communication plays a critical role in facilitating coordination, decision-making, collaboration, and the achievement of organizational objectives. Effective communication promotes synergy among individuals and work units, reduces misunderstandings, and supports organizational performance, whereas ineffective communication may create ambiguity, conflict, and operational inefficiencies (Robbins & Judge, 2024; Widigdo & Mardian, 2024).

The importance of communication is further emphasized by Muharsono (2025), who identifies inadequate communication as one of the primary causes of ineffective performance management. When organizational goals, responsibilities, and performance expectations are not communicated clearly, employees may fail to understand how their roles contribute to broader organizational objectives, ultimately affecting organizational effectiveness. Therefore, organizations must establish communication systems that are transparent, responsive, and capable of supporting employee participation and alignment with strategic goals.

From a theoretical perspective, Verhoeven and Madsen (2022) view communication as a strategic organizational mechanism that connects organizational factors with organizational outcomes. In this role, communication enables organizational culture, ethical leadership, and career development initiatives to be understood, internalized, and translated into employee actions. Conversely, closed and hierarchical communication may weaken the influence of organizational resources on organizational performance (Fetoshi & Hoxhaj, 2023). Therefore, communication is positioned as a mediating variable that links organizational culture, ethical leadership, and career development to sustainable organizational performance.

CONCEPTUAL FRAMEWORK

Based on the reviewed literature, organizational culture, ethical leadership, and career development are conceptualized as independent variables that influence sustainable organizational performance. Communication is proposed as a mediating variable that facilitates the translation of organizational values, ethical leadership practices, and career development initiatives into sustainable organizational outcomes. Strong organizational culture, ethical leadership, effective career development, and communication are expected to collectively contribute to improved sustainable organizational performance.

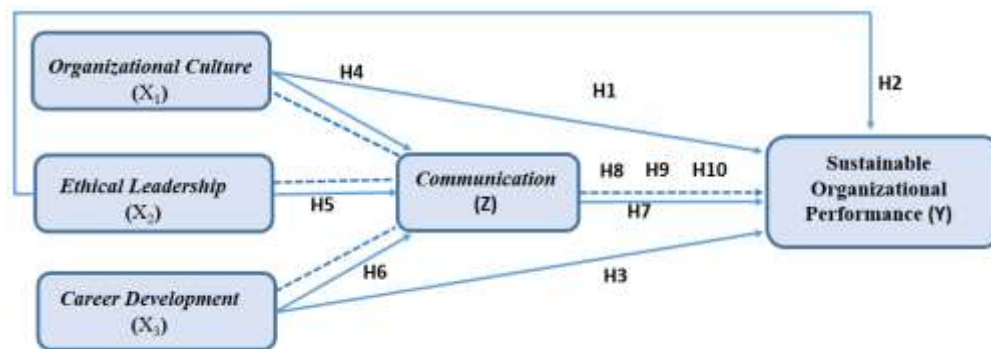


Figure 2. Conceptual Framework of the Study

Research Hypotheses

Based on the conceptual framework presented above, the research hypotheses are formulated as follows:

H1: Organizational culture positive effect sustainable organizational performance.

H2: Ethical leadership positive effect sustainable organizational performance.

H3: Career development positive effect sustainable organizational performance.

H4: Communication has positive effect sustainable organizational performance.

H5: Organizational culture positive effect communication.

H6: Ethical leadership positive effect communication.

H7: Career development positive effect communication.

H8: Communication mediates the relationship between organizational culture and sustainable organizational performance.

H9: Communication mediates the relationship between ethical leadership and sustainable organizational performance.

H10: Communication mediates the relationship between career development and sustainable organizational performance.

RESEARCH METHOD

This study employed a quantitative approach with a causal design to examine the direct and indirect relationships among organizational culture, ethical leadership, career development, communication, and sustainable organizational performance. The study was conducted at the Corruption Eradication Commission (KPK), Indonesia, involving employees with a minimum tenure of one year. From a population of 1,733 employees, 330 valid responses were collected using purposive sampling, exceeding the minimum sample size of 325 respondents determined using the Slovin formula.

Primary data were collected through an online survey administered using Microsoft Forms 365. The questionnaire adopted a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The research model included five latent constructs: Organizational Culture (X_1), Ethical Leadership (X_2), Career Development (X_3), Communication (Z), and Sustainable Organizational Performance (Y). Organizational Culture was measured using the ASN BerAKHLAK core values framework stipulated in the Circular Letter of the Ministry of Administrative and Bureaucratic Reform No. 20 of 2021, while Ethical Leadership, Career Development, Communication, and Sustainable Organizational Performance were measured using indicators adapted from (Hardani et al. (2025), Robbins & Judge (2023), and Rossouw (2023) respectively.

Data analysis was conducted using SmartPLS version 4.1.18. The evaluation process consisted of two stages: measurement model assessment (outer model) and structural model assessment (inner model). The measurement model was evaluated through convergent validity, discriminant validity, Cronbach's Alpha, and Composite Reliability. Convergent validity was assessed using outer loadings (>0.70) and Average Variance Extracted (AVE >0.50), while discriminant validity was examined using Cross Loadings, the Fornell-Larcker Criterion, and the Heterotrait-Monotrait Ratio (HTMT <0.90). Reliability was evaluated using Cronbach's Alpha and Composite Reliability, with values greater than 0.70 (Hair et al. 2022).

The structural model was evaluated using Variance Inflation Factor (VIF), coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and bootstrapping procedures. Hypothesis testing was performed using a one-tailed significance test with a significance level of 5%. Path coefficients were considered significant when the t-statistic exceeded 1.645 and the p-value was below 0.05. The mediating effects of communication were assessed using the bootstrapping procedure to determine the significance of indirect relationships among the study variables.

RESULT AND DISCUSSION

1. Respondent Characteristics

This section presents the demographic characteristics of the respondents involved in this study. Understanding the respondents' profiles is important to provide an overview of the sample and to ensure that the collected data adequately represent the population under investigation. The characteristics examined include gender, age, length of service, educational background, position, and organizational division. The detailed distribution of respondents is presented in Table 2.

Table 2 Respondent Characteristics (N = 330)

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	170	51.52
	Female	160	48.48
Age	>20 to ≤30 years	82	24.85
	>30 to ≤40 years	150	45.45
	>40 to ≤50 years	84	25.45
	>50 years	14	4.24
Length of Service	<5 years	99	30
	>5 to ≤10 years	103	31.21
	>10 to ≤20 years	118	35.76
	>20 years	10	3.03
Educational Background	Diploma	78	23.64
	Government Service Academy	4	1.21
	Bachelor's Degree (S1)	182	55.15
	Master's Degree (S2)	65	19.7
	Doctoral Degree (S3)	1	0.3
Position	Structural Position	9	2.73
	Functional Position	243	73.64
	Administrative Staff	78	23.64
Division (Echelon I Unit)	Deputy for Prevention and Monitoring	114	34.55
	Deputy for Enforcement and Execution	37	11.21
	Deputy for Information and Data	50	15.15
	Deputy for Education and Public Participation	18	5.45
	Deputy for Coordination and Supervision	28	8.48
	Secretariat General	74	22.42
	Inspectorate General	1	0.3
	Center for Strategic Planning and Corruption Eradication	1	0.3

Characteristics	Category	Frequency	Percentage (%)
	Secretariat of the Supervisory Board and Leadership Secretariat	7	2.12

Source: Processed by the author (2026)

As presented in Table 2, the respondents were relatively balanced in terms of gender, consisting of 170 males (51.52%) and 160 females (48.48%). Most respondents were aged between 31 and 40 years (45.45%), indicating that the majority were in their productive working years. Regarding length of service, most respondents had worked for more than 10 years and up to 20 years (35.76%), reflecting considerable organizational experience.

In terms of educational background, the majority held a Bachelor's degree (55.15%), followed by a Master's degree (19.70%). Functional positions represented the largest group of respondents (73.64%), while the Deputy for Prevention and Monitoring contributed the largest proportion of responses (34.55%). Overall, the respondent profile indicates that the sample was dominated by experienced and highly educated employees who possess sufficient knowledge of organizational practices and performance within KPK.

2. Data Analysis Results: Structural Equation Modeling-Partial Least Squares (SEM-PLS)

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 4.1.18. The evaluation process consisted of two stages: measurement model assessment (outer model) and structural model assessment (inner model). The measurement model was evaluated through convergent validity, discriminant validity, reliability, and collinearity testing to ensure that all constructs and indicators met the required psychometric properties before testing the proposed hypotheses

2.1 Measurement Model Evaluation (Outer Model)

The measurement model assessment was conducted to evaluate the validity and reliability of the research constructs, including Organizational Culture, Ethical Leadership, Career Development, Communication, and Sustainable Organizational Performance. Following the recommendations of Hair et al., (2022), convergent validity was evaluated using factor loadings and Average Variance Extracted (AVE), while discriminant validity was assessed through Cross Loadings, Fornell-Larcker Criterion, and Heterotrait-Monotrait Ratio (HTMT). Reliability was evaluated using Cronbach's Alpha and Composite Reliability.

2.1.1 Convergent Validity

Convergent validity was assessed by examining the outer loading values of each indicator on its respective construct. An indicator is considered valid when its loading value exceeds the recommended threshold of 0.70, indicating that the indicator adequately represents the underlying latent construct (Hair et al., 2022). The results of the outer loading assessment are presented in Table 3.

Variable	Item	Loading Factor	Loading Factor Range	AVE	Cronbach's Alpha	Composite Reliability
Organizational Culture	BO1	0.768	0.721 – 0.873	0.653	0.951	0.951
	BO2	0.721				
	BO3	0.812				
	BO4	0.840				
	BO5	0.812				
	BO6	0.734				
	BO7	0.822				
	BO8	0.806				
	BO9	0.825				

Variable	Item	Loading Factor	Loading Factor Range	AVE	Cronbach's Alpha	Composite Reliability
Ethical Leadership	BO10	0.873	0.730 – 0.895	0.732	0.938	0.940
	BO11	0.806				
	BO12	0.811				
	BO13	0.833				
	BO14	0.838				
	KE	0.730				
	KE2	0.860				
	KE3	0.862				
	KE4	0.895				
	KE5	0.888				
Sustainable Organizational Performance	KE6	0.886	0.787 – 0.844	0.665	0.954	0.956
	KOB1	0.814				
	KOB2	0.807				
	KOB3	0.806				
	KOB4	0.802				
	KOB5	0.834				
	KOB6	0.808				
	KOB7	0.827				
	KOB8	0.787				
	KOB9	0.844				
Communicati	KOB10	0.825	0.745 – 0.860	0.659	0.943	0.944
	KO1	0.848				
	KO2	0.766				
	KO3	0.800				
	KO4	0.827				
	KO5	0.830				
	KO6	0.828				
	KO7	0.775				
	KO8	0.831				
	KO9	0.745				
Career Development	KO10	0.860	0.787 – 0.885	0.705	0.923	0.925
	PK1	0.862				
	PK2	0.865				
	PK3	0.870				
	PK4	0.845				
	PK5	0.792				

Variable	Item	Loading Factor	Loading Factor Range	AVE	Cronbach's Alpha	Composite Reliability
	PK6	0.787				
	PK7	0.853				
	PK8	0.885				
	PK9	0.831				
	PK10	0.799				

Source: Processed by the authors using SmartPLS 4.1.18 (2026)

As presented in Table 3, all constructs achieved loading factor values above the recommended threshold of 0.70, ranging from 0.721 to 0.895. Furthermore, the Average Variance Extracted (AVE) values ranged from 0.653 to 0.732, exceeding the minimum criterion of 0.50. These results indicate that all constructs satisfy the convergent validity requirement.

Table 3 also shows that Cronbach's Alpha values ranged from 0.923 to 0.954 and Composite Reliability values ranged from 0.925 to 0.956, exceeding the recommended threshold of 0.70. According to Hair et al. (2022), these results confirm satisfactory internal consistency and reliability of the measurement model. Therefore, all constructs were considered valid and reliable for further analysis.

2.1.2 Discriminant Validity

Discriminant validity was assessed using the Fornell-Larcker Criterion. Hair et al. (2022) state that discriminant validity is established when the square root of the AVE for each construct exceeds its correlations with other constructs. The results are presented in Table 4.

Table 3 Fornell-Larcker Criterion

Variable	OC (X ₁)	EL (X ₂)	CD (X ₃)	SOP (Y)	C (Z)
Organizational Culture (X ₁)	0.834				
Ethical Leadership (X ₂)	0.728	0.818			
Career Development (X ₃)	0.377	0.505	0.851		
Sustainable Organizational Performance (Y)	0.368	0.499	0.822	0.827	
Communication (Z)	0.690	0.808	0.558	0.579	0.812

Source: Processed by the authors using SmartPLS 4.1.18 (2026)

As present in Table 4, the square root of the AVE for each construct is greater than its correlations with other constructs. These findings indicate that each construct shares more variance with its own indicators than with other constructs, thereby satisfying the Fornell-Larcker criterion and confirming discriminant validity.

To further validate discriminant validity, the Heterotrait-Monotrait Ratio (HTMT) was examined. Hair et al. (2022) recommend HTMT values below 0.90 as evidence of satisfactory discriminant validity. The HTMT results are presented in Table 5.

Table 4 Heterotrait-Monotrait Ratio (HTMT)

Variable	OC (X ₁)	EL (X ₂)	CD (X ₃)	SOP (Y)	C (Z)
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Organizational Culture (X₁)

Variable	OC (X ₁)	EL (X ₂)	CD (X ₃)	SOP (Y)	C (Z)
Ethical Leadership (X ₂)	0.765				
Career Development (X ₃)	0.401	0.544			
Sustainable Organizational Performance (Y)	0.379	0.525	0.873		
Communication (Z)	0.726	0.855	0.597	0.605	

Source: Processed by the authors using SmartPLS 4.1.18 (2026)

As shown in Table 5, all HTMT values range from 0.379 to 0.873 and remain below the recommended threshold of 0.90. These results provide additional evidence that the constructs are empirically distinct. Therefore, the discriminant validity of the measurement model is confirmed.

2.2 Structural Model Evaluation (Inner Model)

The structural model evaluation revealed an R^2 value of 0.716 for Sustainable Organizational Performance and 0.599 for Communication, indicating substantial explanatory power. The SRMR value of 0.056 also confirmed good model fit.

Table 5 Structural Model Evaluation

Construct Endogen	<i>R-square</i>	<i>R-square adjusted</i>
Sustainable Organizational Performance	0.716	0.713
Communication	0.599	0.595

Source: Processed by the authors using SmartPLS 4.1.18 (2026)

As shown in Table 7, the coefficient of determination (R^2) was used to assess the explanatory power of the structural model. The results show that Organizational Culture, Ethical Leadership, and Career Development explain 59.9% of the variance in Communication ($R^2 = 0.599$), indicating moderate explanatory power. Furthermore, Organizational Culture, Ethical Leadership, Career Development, and Communication jointly explain 71.6% of the variance in Sustainable Organizational Performance ($R^2 = 0.716$), indicating substantial explanatory power. According to Hair et al. (2022), R^2 values above 0.67 can be considered substantial in PLS-SEM models.

Table 6 Standardized Root Mean Residual (SRMR)

Model	Value	Criteria	Result
Saturated model	0,057	< 0,08	Good fit
Estimated model	0,057	< 0,08	Good fit

Source: Processed by the authors using SmartPLS 4.1.18 (2026)

As shown in Table 7, model fit was assessed using the Standardized Root Mean Square Residual (SRMR). The SRMR values for both the saturated model and estimated model were 0.057, which are below the recommended threshold of 0.08. These results indicate that the proposed model demonstrates a good fit and adequately represents the observed data (Hair et al., 2022).

2.3 Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS 4.1.18 to evaluate the significance of both direct and indirect relationships among the study variables. Following Hair et

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al. (2022), a hypothesis is considered supported when the t-statistic exceeds 1.645 and the p-value is less than 0.05. The results of the bootstrapping analysis are presented in Figure 4, while the detailed path coefficients, t-statistics, and p-values are summarized in Table 8.

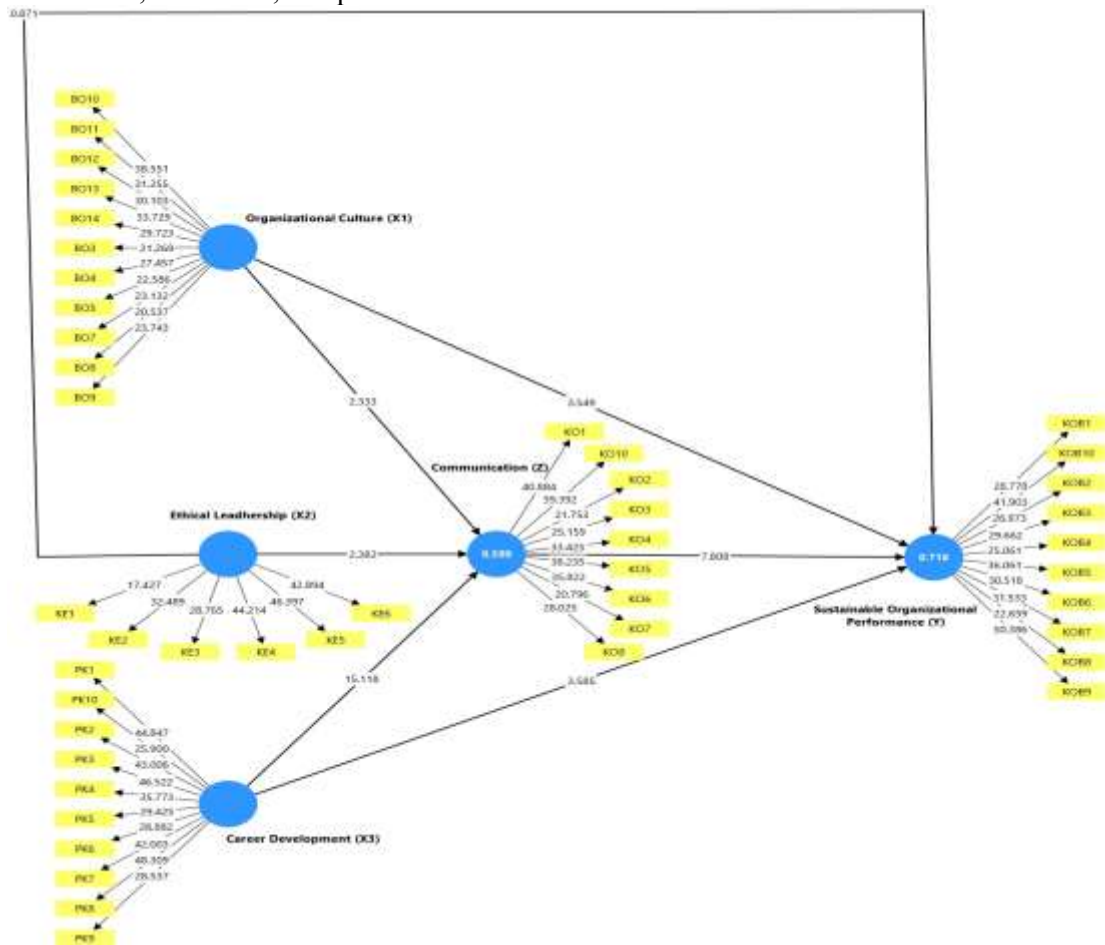


Figure 3 Bootstrapping Results of the Structural Model

Source: Processed by the authors using SmartPLS 4.1.18 (2026)

Table 7 Structural Model Results

Relation	β	T statistics	P values	Result
Direct Effect				
Organizational Culture -> SOP	0.186	3,366	0.000	Supported
Organizational Culture -> Communication	0.171	2,462	0.010	Supported
Ethical Leadership -> SOP	0.043	0.741	0.192	Not Supported
Ethical Leadership -> Communication	0.147	2,147	0.009	Supported
Communication -> SOP	0.543	7,932	0.000	Supported
Career Development -> SOP	0.213	3,503	0.000	Supported
Career Development -> Communication	0.609	14,642	0.000	Supported
Indirect Effect				
Career Development -> Communication -> SOP	0.331	6,622	0.000	Supported
Organizational Culture -> Communication -> SOP	0.093	2,263	0.013	Supported
Ethical Leadership -> Communication -> SOP	0.080	2,048	0.015	Supported

Source: Processed by the authors using SmartPLS 4.1.18 (2026)

As shown in Table 8, all direct-effect hypotheses were supported except the relationship between Ethical Leadership and Sustainable Organizational Performance, which was not significant ($\beta = 0.043$, $p = 0.192$). Furthermore, all indirect effects were significant, indicating that Communication successfully mediated the relationships between Organizational Culture, Ethical Leadership, Career Development, and Sustainable Organizational Performance.

DISCUSSION OF HYPOTHESES TESTING

The Influence of Organizational Culture on Sustainable Organizational Performance (H1)

H1 is accepted. Organizational culture has a positive and significant effect on sustainable organizational performance ($\beta = 0.186$; $p < 0.05$). This finding indicates that organizational values emphasizing integrity, accountability, adaptability, and collaboration contribute to organizational sustainability. According to Schein & Schein (2017), organizational culture consists of shared beliefs, values, assumptions, and behavioral norms that guide how members think and act within the organization. From the Resource-Based View (RBV), organizational culture represents a valuable intangible resource that supports long-term organizational effectiveness.

The result also supports previous studies by Zebua (2023), Kholifah et al., (2024) and Zeb et al., (2021), which found that a strong organizational culture enhances employee commitment, innovation, and organizational performance. In the context of KPK, the integration of ASN BerAKHLAK values with the organization's core values of Integrity, Synergy, Justice, Professionalism, and Leadership provides a cultural foundation that supports transparency, accountability, and effective public service. Consequently, organizational culture functions as a strategic organizational resource that contributes directly to sustainable organizational performance.

The Influence of Ethical Leadership on Sustainable Organizational Performance (H2)

H2 is rejected. Ethical leadership does not have a significant direct effect on sustainable organizational performance ($\beta = 0.043$; $p > 0.05$). This finding suggests that ethical leadership alone is insufficient to directly improve sustainable organizational performance within KPK. Rossouw (2023) argues that ethical leadership is founded on trust, integrity, and moral responsibility, while Gils and Quaquebeke (2022) emphasize that ethical leadership influences employees through communication, reinforcement, and ethical guidance. Therefore, the impact of ethical leadership is more likely to occur through supporting organizational mechanisms rather than through a direct effect.

This finding is consistent with Caldeira and Moro (2025), who argue that ethical leadership contributes to organizational sustainability primarily through organizational processes such as communication, organizational culture, employee commitment, and stakeholder trust. In the context of KPK, ethical values embodied by leaders may not automatically translate into organizational performance outcomes unless they are effectively communicated and internalized by employees. This condition helps explain why ethical leadership does not directly affect sustainable organizational performance but exerts its influence indirectly through communication, as evidenced by the significant mediation effect identified in this study. Consequently, ethical leadership should be viewed as an enabling organizational resource whose effectiveness depends on supporting organizational capabilities that facilitate the implementation of ethical values across the organization.

The Influence of Career Development on Sustainable Organizational Performance (H3)

H3 is accepted. Career development has a positive and significant effect on sustainable organizational performance ($\beta = 0.213$; $p < 0.05$). Employees who perceive fair career opportunities, competency development programs, and transparent promotion systems tend to demonstrate greater commitment, motivation, and professional performance, which ultimately contribute to organizational sustainability. This finding supports human resource development theory and is consistent with previous studies by Rakhma and Roziqin (2025), Widigdo et al. (2026) and Zulaika et al. (2024) which found that career development contributes significantly to organizational sustainability.

The Influence of Communication on Sustainable Organizational Performance (H4)

H4 is accepted. Communication has a positive and significant effect on sustainable organizational performance ($\beta = 0.543$; $p < 0.05$). This finding indicates that communication is the strongest predictor of sustainable organizational performance, as it facilitates coordination, knowledge sharing, employee engagement, and organizational alignment. This result supports Robbins and Judge, (2023), who emphasize that communication is fundamental to organizational effectiveness. It also aligns with the AECR and CCO perspectives, which view communication as a strategic capability that translates organizational objectives into collective action (Verhoeven & Madsen, 2022). Furthermore, the finding is consistent with Nadales-Gallego et al., (2025), who reported that effective communication enhances organizational responsiveness and performance.

The Influence of Organizational Culture on Communication (H5)

H5 is accepted. The results show that organizational culture positively influences communication ($\beta = 0.171$; $p < 0.05$). This finding suggests that shared values, openness, and collaboration strengthen communication among organizational members. Consistent with Schein (2020), organizational culture shapes how members perceive, think, and interact within the organization. Likewise, Robbins and Judge (2023) argue that culture influences communication patterns by guiding acceptable behaviors and organizational norms. The result also supports Nadales-Gallego et al., (2025) and Zebua (2023), who found that cultures promoting trust and openness enhance information sharing and communication effectiveness.

The Influence of Ethical Leadership on Communication (H6)

H6 is accepted. Ethical leadership has a positive and significant effect on communication ($\beta = 0.147$; $p < 0.05$). Leaders who demonstrate integrity, fairness, and transparency create an environment that encourages open and effective communication. This finding is in line with Rossouw (2023), who argues that ethical leadership is built on trust and moral responsibility. Similarly, Gils and Quaquebeke (2022) state that ethical leaders influence followers through communication, ethical decision-making, and behavioral reinforcement. The result also supports Caldeira and Moro, (2025), who emphasize that ethical leadership strengthens transparency, trust, and organizational communication, thereby supporting sustainable organizational outcomes

The Influence of Career Development on Communication (H7)

H7 is accepted. Career development has a positive and significant effect on communication ($\beta = 0.609$; $p < 0.05$), indicating that it is the strongest antecedent of communication in the research model. According to Aguinis (2013) and Dessler (2017), career development involves training, mentoring, career planning, and promotion opportunities that require effective communication between employees and management. This finding is consistent with , Zulaika et al., (2024) who found that effective communication strengthens employees' understanding of career policies, reduces dissatisfaction, and enhances perceptions of fairness. The findings also support Rakhma and Roziqin, (2025), who argue that structured career development systems improve employee engagement, adaptability, and organizational effectiveness. Therefore, career development not only enhances employee competencies but also strengthens communication processes within the organization.

The Mediating Role of Communication in the Relationship between Organizational Culture and Sustainable Organizational Performance (H8)

H8 is accepted. Communication significantly mediates the relationship between organizational culture and sustainable organizational performance ($\beta = 0.093$; $p < 0.05$). This finding indicates that organizational culture contributes more effectively to performance improvement when supported by effective communication mechanisms that facilitate the dissemination and internalization of organizational values.

According to Robbins and Judge (2024), organizational culture consists of shared values, norms, and beliefs that influence employees' attitudes and behaviors within an organization. These values are more

likely to affect organizational outcomes when they are communicated clearly and consistently throughout the organization. This finding is consistent with Nadales-Gallego et al., (2025), who found that cultures characterized by openness and information sharing strengthen communication effectiveness and organizational performance. In the context of KPK, communication enables organizational values such as integrity, accountability, professionalism, and collaboration to be translated into behaviors that support sustainable organizational performance.

The Mediating Role of Communication in the Relationship between Ethical Leadership and Sustainable Organizational Performance (H9)

H9 is accepted. The results indicate that communication significantly mediates the relationship between ethical leadership and sustainable organizational performance ($\beta = 0.080$; $p < 0.05$). This finding suggests that ethical leadership contributes to sustainable organizational performance not only through leaders' ethical conduct but also through their ability to communicate ethical values, expectations, and organizational goals effectively.

According to Rossouw (2023), ethical leadership is built upon trust, integrity, and moral responsibility, which serve as foundations for creating positive organizational relationships. Similarly, Gils and Quaquebeke (2022) emphasize that ethical leaders influence employees through communication, ethical guidance, and reinforcement. This finding is also consistent with Caldeira and Moro (2025), who argue that ethical leadership enhances organizational sustainability by promoting transparency, accountability, and ethical behavior. In the context of KPK, ethical values can contribute to sustainable organizational performance when they are consistently communicated and understood throughout the organization. Therefore, communication acts as a key mechanism through which ethical leadership is translated into sustainable organizational performance.

The Mediating Role of Communication in the Relationship between Career Development and Sustainable Organizational Performance (H10)

H10 is accepted. The results reveal that communication significantly mediates the relationship between career development and sustainable organizational performance ($\beta = 0.331$; $p < 0.05$), representing the strongest indirect effect in the model. This finding indicates that career development contributes more effectively to sustainable organizational performance when supported by clear and effective communication. According to McDonald and Hite (2023), career development is a continuous process that enables employees to enhance their competencies, prepare for future career opportunities, and align individual growth with organizational goals. In addition, Dessler (2017) emphasizes career planning, training, mentoring, and promotion opportunities as key elements of career development. However, these initiatives can only produce optimal outcomes when career information and expectations are communicated transparently.

This finding is consistent with Zulaika et al., (2024), who found that effective communication strengthens employees' understanding of career policies, enhances perceptions of fairness, and reduces uncertainty regarding career progression. Similarly, Rakhma and Roziqin (2025) reported that structured and transparent career development systems increase employee engagement and organizational effectiveness. In line with the Active Employee Communication Roles (AEER) perspective, communication functions as a strategic mechanism that helps employees understand how career development supports both individual growth and organizational objectives (Verhoeven & Madsen, 2022). Consequently, communication serves as a key mechanism through which career development translates into sustainable organizational performance.

CONCLUSION & SUGGESTIONS

Based on the results of this study, organizational culture, career development, and communication have positive and significant effects on sustainable organizational performance, whereas ethical leadership does not have a significant direct effect. Communication was identified as the strongest determinant of

sustainable organizational performance and was significantly influenced by organizational culture, ethical leadership, and career development.

For KPK management, it is recommended to strengthen the internalization of ASN BerAKHLAK values integrated with KPK's core values of Integrity, Synergy, Justice, Professionalism, and Leadership (IS KPK). An integrity-based organizational culture should not merely function as an organizational slogan but should be reflected in ethical attitudes, decision-making, and daily work behavior. Every KPK employee is expected to uphold integrity and become a role model, both as an individual, organizational member, and public official, in line with the spirit of "KPK First".

In addition, career development should be implemented consistently through a transparent, fair, and competency-based merit system. Clear promotion pathways, equal development opportunities, and objective performance evaluations are essential to strengthen employee trust and motivation. KPK is also encouraged to provide open communication channels that enable employees to convey ideas, concerns, and aspirations constructively, thereby fostering transparency, participation, and organizational alignment.

For future research, it is recommended to examine additional variables such as organizational commitment, employee engagement, organizational learning, innovation capability, public accountability, and knowledge sharing. Future studies may also involve other public-sector organizations and employ longitudinal or mixed-method approaches to provide a more comprehensive understanding of sustainable organizational performance.

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