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THE INFLUENCE OF GLASS CEILING, LEADER–MEMBER EXCHANGE, AND ORGANISATIONAL CULTURE ON CIVIL SERVANT PERFORMANCE: THE MEDIATING ROLE OF CAREER DEVELOPMENT (EVIDENCE FROM THE PROVINCIAL GOVERNMENT OF DKI JAKARTA, INDONESIA)

A INFLUÊNCIA DO TETO DE VIDRO, DA INTERAÇÃO ENTRE LÍDERES E MEMBROS E DA CULTURA ORGANIZACIONAL NO DESEMPENHO DOS FUNCIONÁRIOS PÚBLICOS: O PAPEL MEDIADOR DO DESENVOLVIMENTO DE CARREIRA (DADOS DO GOVERNO PROVINCIAL DE DKI JACARTA, INDONÉSIA)

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Abstract
Gender inequality and unequal access to leadership positions remain persistent challenges within public sector organisations. The glass ceiling phenomenon continues to limit women's opportunities for career advancement, potentially affecting their professional development and job performance. Beyond structural barriers, organisational factors such as the quality of leader–subordinate relationships and organisational culture also play a crucial role in shaping employee outcomes. However, empirical research integrating these factors within a comprehensive analytical framework, particularly in the context of public sector institutions, remains relatively limited. This study examines the influence of the glass ceiling, leader–member exchange, and organisational culture on civil servant performance, with career development acting as a mediating variable. A quantitative explanatory research design was

Resumo
A desigualdade de gênero e o acesso desigual a cargos de liderança continuam sendo desafios persistentes nas organizações do setor público. O fenômeno do teto de vidro continua a limitar as oportunidades de progressão na carreira das mulheres, afetando potencialmente seu desenvolvimento profissional e desempenho no trabalho. Além das barreiras estruturais, fatores organizacionais, como a qualidade das relações entre líderes e subordinados e a cultura organizacional, também desempenham um papel crucial na definição dos resultados dos funcionários. No entanto, as pesquisas empíricas que integram esses fatores em um quadro analítico abrangente, particularmente no contexto das instituições do setor público, continuam relativamente limitadas. Este estudo examina a influência do teto de vidro, da interação líder-membro e da cultura organizacional no desempenho de funcionárias

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adopted using Partial Least Squares Structural Equation Modelling. The study involved 400 female civil servants working in the Provincial Government of DKI Jakarta, Indonesia, selected through proportionate stratified random sampling from a population of 1,779 employees. Data were collected through structured questionnaires measured on a five-point Likert scale and analysed using SmartPLS. The results indicate that organisational culture has a strong and significant effect on both career development and employee performance. Leader–member exchange positively influences career development but does not directly affect employee performance. Meanwhile, the glass ceiling does not demonstrate a significant influence on career development or performance. Career development significantly improves employee performance and mediates the relationships between leader–member exchange, organisational culture, and employee performance. These findings highlight the importance of inclusive organisational culture and merit-based career development systems in enhancing civil servant performance within public sector organisations.

Keywords: Glass Ceiling. Leader–Member Exchange. Organisational Culture. Career Development. Civil Servant Performance.

públicas, com o desenvolvimento de carreira atuando como variável mediadora. Foi adotado um desenho de pesquisa explicativa quantitativa utilizando o Modelo de Equações Estruturais de Mínimos Quadrados Parciais (PLS). O estudo envolveu 400 funcionárias públicas que trabalham no Governo Provincial de DKI Jacarta, na Indonésia, selecionadas por meio de amostragem aleatória estratificada proporcional a partir de uma população de 1.779 funcionárias. Os dados foram coletados por meio de questionários estruturados medidos em uma escala de Likert de cinco pontos e analisados utilizando o SmartPLS. Os resultados indicam que a cultura organizacional tem um efeito forte e significativo tanto no desenvolvimento de carreira quanto no desempenho dos funcionários. A interação líder-membro influencia positivamente o desenvolvimento de carreira, mas não afeta diretamente o desempenho dos funcionários. Por outro lado, o teto de vidro não demonstra influência significativa no desenvolvimento de carreira ou no desempenho. O desenvolvimento de carreira melhora significativamente o desempenho dos funcionários e medeia as relações entre a interação líder-membro, a cultura organizacional e o desempenho dos funcionários. Essas descobertas destacam a importância de uma cultura organizacional inclusiva e de sistemas de desenvolvimento de carreira baseados no mérito para aprimorar o desempenho dos funcionários públicos em organizações do setor público.

Palavras-chave: *Teto de Vidro. Interação Líder-Membro. Cultura Organizacional. Desenvolvimento de Carreira. Desempenho dos Funcionários Públicos.*

1 INTRODUCTION

The transformation of public sector human resource governance has become a strategic priority in improving the quality of public services. Civil servants play a crucial role in implementing government policies. delivering services. and supporting administrative governance. Consequently. civil servant performance is a key determinant of an effective. accountable. and responsive government system (1)(2). In this context. understanding the organisational factors that influence employee performance is

essential. particularly structural conditions. leadership relationships. and organisational culture within public sector institutions(3)(4).

Gender equality in public organisations has received increasing global attention in recent decades. The concept of the glass ceiling refers to invisible structural barriers that prevent women from attaining higher leadership positions within organisations(5)(6). Although the participation of women in the public sector has increased significantly. their representation in strategic leadership roles remains relatively limited(7). This indicates that women's career advancement within bureaucratic institutions continues to face structural and cultural constraints. which may influence their career opportunities and organisational outcomes (8).

In addition to structural barriers. leadership dynamics also play a crucial role in shaping employee development and performance (9)(10). The concept of leader–member exchange (LMX) emphasises the quality of interpersonal relationships between leaders and subordinates. High-quality relationships characterised by trust. communication. and mutual support can enhance employee motivation and organisational commitment. thereby influencing career development and performance. Furthermore. organisational culture represents another critical determinant of employee behaviour and effectiveness (11)(12)(13). In the Indonesian public sector. the introduction of the ASN BerAKHLAK core values reflects the government's commitment to fostering a professional. collaborative. and service-oriented work culture capable of supporting organisational performance and employee development (14)(15).

Career development also plays a central role in strengthening employee competence and performance. Within public bureaucracy. a merit-based career development system is essential for creating a professional and competitive civil service workforce (16)(17). When employees are provided with fair opportunities for professional advancement. their motivation. commitment. and work engagement are likely to increase. which ultimately contributes to improved performance (18)(19).

Despite the growing body of research on gender inequality. leadership. and organisational culture in relation to employee performance. several important gaps remain in the literature. Existing studies tend to examine these factors separately. with limited integration within a single conceptual framework. particularly in the public sector context. Moreover. empirical evidence on the impact of the glass ceiling within

government institutions remains limited. as most previous studies have focused on private sector organisations (20)(21)(22). In addition. while leader–member exchange and organisational culture have been widely recognised as determinants of employee outcomes. the mediating role of career developmentin linking these organisational factors to employee performance has received relatively limited attention (23)(24). This study offers several novel contributions to the literature. First. it develops an integrated conceptual framework that simultaneously examines the roles of the glass ceiling. leader–member exchange. and organisational culture in influencing employee performance. Previous studies have generally investigated these variables independently. with limited attention to their combined effects within a single model. Second. this research positions career development as a key mediating mechanism that explains how organisational factors influence employee performance. whereas prior studies have predominantly focused on alternative mediators such as job satisfaction. work engagement. or self-efficacy. Third. this study extends the literature by examining these relationships within the context of the public sector. particularly among female civil servants. where empirical evidence remains limited. Finally. the findings provide new empirical insights by demonstrating that career development and organisational culture play a more critical role in improving civil servant performance than structural barriers such as the glass ceiling.

The contextual novelty of this study lies in examining the influence of the glass ceiling. leader–member exchange. and organisational culture on employee performance within the Indonesian public sector. particularly among female civil servants in the Provincial Government of DKI Jakarta. Unlike most previous studies conducted in private sector organisations or Western contexts. this research investigates these relationships within a bureaucratic governance system characterised by merit-based promotion policies. administrative regulations. and public sector cultural reforms such as the ASN BerAKHLAK values. This context provides unique institutional conditions that may shape career development and performance dynamics differently from those observed in private organisations.

2 LITERATURE REVIEW

2.1 Goal setting theory

Goal Setting Theory. proposed by Edwin Locke. explains that clear and challenging goals can enhance individual motivation and performance within organisations. This theory emphasises that individuals perform more effectively when they are provided with specific. measurable. and achievable objectives (25)(26). In modern organisational settings. clearly defined organisational goals influence employee behaviour. as individuals tend to direct their effort and energy towards achieving predetermined targets. Therefore. the establishment of clear goals plays a crucial role in improving employee productivity and overall performance (27)(28).

In the public sector. the application of Goal Setting Theory is particularly relevant because the performance of civil servants is evaluated through well-defined performance indicators and structured evaluation systems. Clearly established organisational objectives influence how employees develop their competencies and careers in order to achieve organisational targets. When employees understand the direction and expectations of the organisation. they are more likely to enhance their capabilities and improve their work performance in order to meet the required standards (29)(30)(31).

The relevance of Goal Setting Theory to this study lies in its explanation of how organisational goals shape employee work behaviour through various organisational factors such as leadership. organisational culture. and opportunities for career development. When organisations establish clear goals and transparent career systems. employees become more motivated to achieve optimal performance. Therefore. this theory provides an important foundation for understanding how organisational factors can influence employee performance through career development mechanisms.

2.2 Glass ceiling

The glass ceiling refers to an invisible barrier that prevents certain groups. particularly women. from advancing to higher leadership positions within organisations (32)(33). This phenomenon is not always formally embedded in organisational policies

but often emerges through social practices. gender stereotypes. and organisational cultures that indirectly restrict women's career opportunities. In many organisations. women continue to face limited access to promotions and strategic decision-making positions (32)(34)(35).

In modern organisational contexts. the glass ceiling phenomenon has become a significant concern in human resource management because it may influence employee motivation. job satisfaction. and performance. When employees perceive that career advancement opportunities are not fairly distributed. it may reduce organisational commitment and work productivity (36)(37). Consequently. organisations seeking to improve employee performance must ensure that promotion and career development systems are implemented fairly and without discrimination (38)(39).

In relation to this study. the concept of the glass ceiling highlights how structural barriers within organisations can influence employees' career development and ultimately affect their job performance. In public sector organisations that emphasise merit-based systems. efforts to minimise the glass ceiling are essential to ensure equal opportunities for career advancement. Eliminating such structural barriers can enhance employee motivation and strengthen overall organisational performance.

2.3 Leader–member exchange (LMX)

Leader–Member Exchange (LMX) is a leadership theory that explains the quality of relationships between leaders and organisational members (12)(40). The theory suggests that leaders do not develop identical relationships with all subordinates. Some employees establish closer working relationships with leaders. referred to as the **in-group**. while others remain in the **out-group**. High-quality relationships are typically characterised by trust. effective communication. and strong organisational support (41)(42)(43).

In contemporary organisations. the quality of leader–subordinate relationships is a critical factor influencing employee motivation and career development. Employees who maintain strong relationships with their leaders tend to receive greater support. training opportunities. and promotion prospects (44)(45). This indicates that effective

leadership does not only influence performance directly but also plays an important role in supporting employees' professional growth (46)(47).

The relevance of Leader–Member Exchange theory to this research lies in explaining how the quality of relationships between leaders and employees can influence career development. which subsequently affects employee performance. Positive working relationships can create a supportive work environment that encourages professional growth. enhances work motivation. and ultimately improves organisational productivity.

2.4 Organisational culture

Organisational culture refers to the system of values. norms. and shared beliefs that influence how members of an organisation behave. interact. and make decisions (48)(49)(50). Organisational culture shapes the identity of an organisation and determines how employees perform their tasks and solve problems (51)(52). In modern organisations. organisational culture is recognised as a crucial factor influencing employee behaviour and overall organisational effectiveness (53)(48)(54).

A positive organisational culture can create a work environment that supports collaboration. innovation. and human resource development (55)(56)(57). When organisations promote an open and inclusive culture. employees tend to feel valued and have equal opportunities to grow. This situation enhances work motivation and encourages employees to contribute more effectively to organisational objectives (58)(59).

In the context of this study. organisational culture plays an important role in influencing both career development and employee performance. A culture that supports competence development and career opportunities can strengthen employees' organisational commitment. Therefore. a strong organisational culture can serve as a strategic factor in improving employee performance through sustainable career development.

2.5 Career development

Career development refers to a process designed to enhance employees' capabilities. professional experiences. and promotion opportunities within an organisation (48)(60)(61). This process includes activities such as training programmes. educational opportunities. job rotations. and competency development. In modern organisations. career development forms a key component of human resource management strategies to ensure that employees possess the necessary skills required by the organisation (62)(63).

Career development benefits not only individual employees but also organisations as a whole (48)(64). Employees who are provided with opportunities for professional growth tend to demonstrate higher levels of motivation and organisational commitment. Additionally. career development enables organisations to cultivate competent human resources capable of adapting to changing work environments (65)(66).

In this study. career development is positioned as a mediating variable linking organisational factors to employee performance. Factors such as leadership. organisational culture. and structural barriers may influence employees' opportunities for career advancement. When organisations provide fair and transparent career development systems. employees become more motivated to improve their performance and contribute more significantly to organisational success.

3 THEORETICAL FRAMEWORK

The theoretical framework of this study is developed through the integration of human resource management theory. leadership theory. and Goal Setting Theory. which collectively explain how organisational factors influence employee performance through motivation and career development processes (67)(68). In the public sector context. employee performance is influenced not only by individual capabilities but also by organisational environments. including leadership relationships. organisational culture. and career development opportunities provided by the organisation (69)(67)(4).

The glass ceiling represents a structural barrier that may influence employees' opportunities for career advancement. In organisations where gender stereotypes or non-

inclusive structures persist. female employees may experience limitations in accessing promotions or strategic positions. Such conditions may affect employees' perceptions of organisational fairness. which in turn influences work motivation and performance (32)(70).

Furthermore. the quality of relationships between leaders and employees. as explained in the Leader–Member Exchange (LMX) theory. plays a significant role in improving employee performance. Relationships characterised by trust. open communication. and leadership support provide employees with greater opportunities to obtain mentoring. training. and career development opportunities (71)(72). Consequently. leadership relationships can significantly influence career development and subsequently enhance employee performance (73).

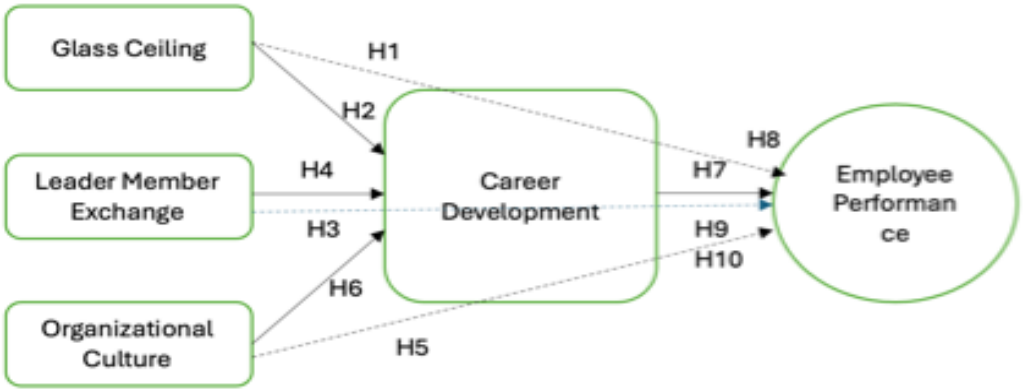
Organisational culture also plays a crucial role in shaping employee work behaviour. An inclusive. collaborative. and service-oriented culture can create a conducive environment for employee competence development (48)(69). In the Indonesian public sector. work culture values such as integrity. professionalism. and collaboration serve as essential foundations for improving civil servant performance (14)(15).

In this study. career development acts as a mediating variable linking organisational factors with employee performance. Career development reflects employees' opportunities to enhance competencies. obtain promotions. and realise their professional potential within an organisation. When organisations provide transparent and merit-based career development systems. employees are more likely to improve their performance. Therefore. career development functions as a critical mechanism explaining how organisational factors influence employee performance (74).

Based on these relationships. this study proposes a conceptual framework in which glass ceiling. leader–member exchange. and organisational culture act as independent variables influencing employee performance both directly and indirectly through career development as a mediating variable (75)(76). This framework aims to provide a more comprehensive understanding of the factors affecting civil servant performance within public sector organisations.

Figure 1

Research Conceptual Framework



4 HYPOTHESES DEVELOPMENT

4.1 Glass ceiling and employee performance

The glass ceiling refers to invisible structural barriers that limit individuals. particularly women. from advancing to higher positions within organisations. Previous studies suggest that perceived career barriers may reduce employees' motivation. job satisfaction. and organisational commitment. which in turn can negatively influence work performance. When employees perceive that promotion opportunities are restricted due to structural discrimination. their willingness to exert effort toward organisational goals may decline. Consequently. the existence of a glass ceiling may influence employee performance within organisations (32)(70).

H1: The glass ceiling affects employee performance.

4.2 Glass ceiling and career development

The glass ceiling can also restrict employees' access to career advancement opportunities. Structural barriers within organisational systems may limit employees' participation in training. leadership development programmes. and promotion opportunities. When employees experience limited access to career advancement. their

career growth may stagnate. Therefore. the presence of the glass ceiling is expected to influence employees' career development (32)(37).

H2: The glass ceiling affects career development.

4.3 Leader–member exchange and employee performance

Leader–Member Exchange (LMX) theory emphasises the quality of relationships between leaders and subordinates. High-quality leader–member relationships are characterised by mutual trust. respect. and support. Employees who maintain strong relationships with their leaders tend to receive more guidance. resources. and support. which can enhance their work motivation and performance. Therefore. the quality of leader–member exchange may influence employee performance (77)(11).

H3: Leader–member exchange affects employee performance.

4.4 Leader–member exchange and career development

Leader–member exchange also plays an important role in employees' career development. Leaders who establish high-quality relationships with their subordinates are more likely to provide career support. mentoring. and professional development opportunities. Such support enables employees to enhance their competencies and improve their chances of career advancement. Therefore. leader–member exchange is expected to influence employees' career development (77)(75).

H4: Leader–member exchange affects career development.

4.5 Organisational culture and employee performance

Organisational culture represents shared values. beliefs. and norms that guide employee behaviour within organisations. A positive organisational culture promotes collaboration. trust. and commitment among employees. which can enhance organisational effectiveness and employee performance. When employees operate within a supportive and inclusive organisational culture. they tend to exhibit higher levels of

motivation and productivity. Therefore. organisational culture is expected to influence employee performance (77).

H5: Organisational culture affects employee performance.

4.6 Organisational culture and career development

Organisational culture also influences employees' career development opportunities. Organisations that emphasise learning. innovation. and employee development are more likely to provide opportunities for professional growth and advancement. Such environments enable employees to develop their competencies and achieve career progression. Therefore. organisational culture is expected to influence career development (77).

H6: Organisational culture affects career development.

4.7 Career development and employee performance

Career development plays a crucial role in enhancing employee motivation and performance. When organisations provide opportunities for training. promotion. and professional growth. employees become more motivated to achieve organisational goals. Career development also enhances employees' competencies and skills. which contribute directly to improved work performance. Therefore. career development is expected to influence employee performance (66)(17).

H7: Career development affects employee performance.

Mediating Hypotheses

4.8 Career development as a mediator between glass ceiling and employee performance

The glass ceiling may influence employee performance indirectly through career development. Structural barriers limiting career opportunities can reduce employees' ability to advance professionally. which may subsequently affect their work performance.

Therefore. career development is expected to mediate the relationship between the glass ceiling and employee performance.

H8: Career development mediates the relationship between the glass ceiling and employee performance.

4.9 Career development as a mediator between leader–member exchange and employee performance

High-quality leader–member exchange relationships can facilitate employees' career development by providing mentoring. guidance. and professional opportunities. Improved career development opportunities may enhance employees' motivation and competencies. which ultimately contribute to higher performance. Therefore. career development is expected to mediate the relationship between leader–member exchange and employee performance.

H9: Career development mediates the relationship between leader–member exchange and employee performance.

4.10 Career development as a mediator between organisational culture and employee performance

A supportive organisational culture can encourage learning and professional growth among employees. When organisations foster an environment that promotes career advancement. employees are more likely to improve their competencies and work performance. Therefore. career development is expected to mediate the relationship between organisational culture and employee performance.

H10: Career development mediates the relationship between organisational culture and employee performance.

5 RESEARCH METHODOLOGY

This study employs a quantitative approach with an explanatory research design to examine the causal relationships among the research variables. namely the glass

ceiling. leader–member exchange. organisational culture. career development. and civil servant performance. A quantitative approach was selected because the study aims to empirically test the proposed theoretical model using statistical analysis. The research was conducted within the Provincial Government of DKI Jakarta. which represents a public sector organisation characterised by a structured bureaucratic system and formal career advancement mechanisms. The focus of this study is female civil servants across different hierarchical positions. as this group is directly exposed to the dynamics of career development and potential structural barriers within public sector organisations (78)(79).

The population of this study consists of 1.779 female civil servants working in various organisational units within the Provincial Government of DKI Jakarta. The sample was determined using proportionate stratified random sampling to ensure adequate representation of respondents across organisational units and job levels. Using the Slovin formula with a 5% margin of error. the study obtained a final sample size of 400 respondents.

Table 1

Demographic Characteristics of Respondents

Characteristics	Category	Frequency	Percentage (%)
Age	< 30 years	72	18.0
	30–39 years	156	39.0
	40–49 years	118	29.5
	≥ 50 years	54	13.5
Education Level	Diploma	48	12.0
	Bachelor's Degree	232	58.0
	Master's Degree	110	27.5
	Doctoral Degree	10	2.5
Years of Service	< 5 years	64	16.0
	5–10 years	138	34.5
	11–20 years	126	31.5
	> 20 years	72	18.0
Position Level	Staff	214	53.5
	Supervisor	98	24.5
	Administrator	68	17.0
	Senior Executive	20	5.0
Total		**400**	**100**

Table I presents the demographic characteristics of the respondents involved in this study. Based on the age distribution. the majority of respondents were aged 30–39 years (39%). indicating that most participants were in the productive stage of their

professional careers. In terms of educational background. the largest proportion of respondents held a Bachelor's degree (58%). followed by those with a Master's degree (27.5%). suggesting that the respondents generally possess adequate educational qualifications to perform their professional responsibilities within the public sector. Regarding years of service. most respondents had 5–10 years of work experience (34.5%). reflecting a workforce with moderate organisational experience. In terms of position level. the majority of respondents were staff members (53.5%). while smaller proportions occupied supervisory. administrative. and executive positions. Overall. the demographic profile indicates that the respondents represent a diverse group of female civil servants across different levels of experience and organisational positions within the Provincial Government of DKI Jakarta.

Data were collected through a structured questionnaire measured using a five-point Likert scale. ranging from strongly disagree (1) to strongly agree (5). The measurement items were developed based on established literature to ensure theoretical relevance. Prior to the main analysis. the instrument was tested for validity and reliability to ensure measurement consistency.

Table 2

Operationalisation of Variables

Variable	Operational Definition	Indicators	Scale
Glass Ceiling (GC)	Employees' perceptions of invisible structural barriers within organisations that limit individuals. particularly women. from obtaining promotions or leadership positions.	Limited promotion opportunities; gender stereotypes in leadership; structural barriers in organisations; unequal access to strategic positions	Likert (1–5)
Leader–Member Exchange (LMX)	The quality of the working relationship between leaders and subordinates characterised by trust. support. communication. and recognition from leaders.	Trust between leader and subordinate; leadership support; quality of communication; recognition and appreciation from leaders	Likert (1–5)
Organisational Culture (OC)	A system of shared values. norms. and beliefs within an organisation that influences how members behave and interact in performing their tasks.	Service orientation; accountability; teamwork and collaboration; adaptability to organisational change	Likert (1–5)

Career Development (CD)	The process through which employees improve competencies. experiences. and promotion opportunities through organisational development programmes.	Training and education opportunities; promotion opportunities; professional competence development; organisational support for career growth	Likert (1–5)
Employee Performance (EP)	The level of employee work achievement measured based on quality. quantity. and responsibility in completing assigned tasks according to organisational standards.	Work quality; work quantity; timeliness; responsibility in completing tasks	Likert (1–5)

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software. The PLS-SEM approach was chosen because it is suitable for analysing complex relationships among latent variables and for predictive research models. The analysis was performed in two stages: measurement model evaluation (outer model) and structural model evaluation (inner model). The outer model was assessed by examining convergent validity. discriminant validity. and construct reliability. using criteria such as outer loadings. Average Variance Extracted (AVE). and Composite Reliability. Meanwhile. the inner model was evaluated by examining path coefficients. coefficient of determination (R^2). effect size (f^2). and predictive relevance (Q^2). This analytical approach enables a comprehensive assessment of the relationships among organisational factors. career development. and civil servant performance.

6 DISCUSSION

Table 3

Factor Loadings

Construct	Indicator Code	Factor Loading	Status
Glass Ceiling (GC)	GC1	0.75	Accepted
	GC2	0.78	Accepted
	GC3	0.73	Accepted
Leader–Member Exchange (LMX)	LMX1	0.85	Accepted
	LMX2	0.88	Accepted
	LMX3	0.83	Accepted
Organisational Culture (OC)	OC1	0.82	Accepted
	OC2	0.80	Accepted
	OC3	0.85	Accepted
Career Development (CD)	CD1	0.88	Accepted
	CD2	0.84	Accepted

	CD3	0.81	Accepted
Employee Performance (EP)	EP1	0.87	Accepted
	EP2	0.85	Accepted
	EP3	0.89	Accepted

Convergent validity was assessed by examining the factor loading (outer loading) of each indicator on its respective construct. The results show that all indicators have factor loading values above 0.70. meeting the recommended threshold for PLS-SEM analysis. The factor loading values for Glass Ceiling range from 0.73 to 0.78. Leader–Member Exchange from 0.83 to 0.88. Organisational Culture from 0.80 to 0.85. Career Development from 0.81 to 0.88. and Employee Performance from 0.85 to 0.89. These findings indicate that all indicators adequately represent their respective constructs and are therefore considered valid and suitable for further structural model analysis.

Table 4

Value of Validity Convergen

Konstruk	Indikator	Loading Factor	AVE	CR	Keterangan
Glass Ceiling (GC)	GC1	0.75	0.655	0.920	Valid
	GC2	0.78			Valid
	GC3	0.73			Valid
Leader–Member Exchange (LMX)	LMX1	0.85	0.618	0.891	Valid
	LMX2	0.88			Valid
	LMX3	0.83			Valid
Organisational Culture (OC)	OC1	0.82	0.708	0.829	Valid
	OC2	0.80			Valid
	OC3	0.85			Valid
Career Development (CD)	CD1	0.88	0.519	0.861	Valid
	CD2	0.84			Valid
	CD3	0..81			Valid
Employee Performance (EP)	EP1	0.87	0.681	0.864	Valid
	EP2	0.85			Valid
	EP3	0.89			Valid

The measurement model was evaluated using convergent validity and construct reliability by examining the values of factor loadings. Average Variance Extracted (AVE). and Composite Reliability (CR). The results indicate that all indicators have loading factors above 0.70. confirming adequate indicator reliability. Furthermore. the AVE values for Glass Ceiling (0.655). Leader–Member Exchange (0.618). Organisational Culture (0.708). Career Development (0.519). and Employee Performance

(0.681) exceed the recommended threshold of 0.50. indicating satisfactory convergent validity. In addition. the Composite Reliability values range from 0.829 to 0.920. which are above the recommended value of 0.70. demonstrating strong internal consistency among the indicators. These results confirm that all constructs in the model meet the required criteria for validity and reliability. and are therefore suitable for further structural model analysis.

Table 5

Heterotrait-Monotrait Ratio (HTMT) Criteria Value

Konstruk	GC	LMX	OC	CD	EP
GC	-				
LMX	0.782	-			
OC	0.745	0.768	-		
CD	0.684	0.709	0.734	-	
EP	0.671	0.658	0.766	0.801	-

Discriminant validity was assessed using the Fornell–Larcker criterion. which compares the square root of the Average Variance Extracted (AVE) for each construct with the correlations between constructs. The results show that the square root of AVE values for Glass Ceiling (0.809). Leader–Member Exchange (0.789). Organisational Culture (0.842). Career Development (0.720). and Employee Performance (0.826) are higher than the correlations with other constructs in the model. This indicates that each construct shares more variance with its own indicators than with other constructs. thereby confirming adequate discriminant validity. Therefore. all variables in the measurement model are empirically distinct and suitable for further structural model analysis.

Table 6

Determination Coefficient Value

Variabel Dependen	R^2	R^2 adjusted
Employee Performance (EP)	0.681	0.675
Career Development (CD)	0.519	0.511

The explanatory power of the structural model was evaluated using the coefficient of determination (R^2). The results indicate that the R^2 value for Employee Performance (0.681) suggests that approximately 68.1% of the variance in employee performance can

be explained by the independent variables in the model. while the remaining 31.9% is influenced by other factors not included in this study. Meanwhile. the R^2 value for Career Development (0.519) indicates that 51.9% of the variance in career development is explained by Glass Ceiling. Leader–Member Exchange. and Organisational Culture. The adjusted R^2 values of 0.675 for Employee Performance and 0.511 for Career Development further confirm that the model demonstrates moderate to substantial explanatory power. indicating that the structural model has good predictive capability.

Table 7

Direct Effect

Hypotheses	***Orignal sample***	***Standard deviation***	***t-value***	***ρ-value***	***Decision***
H1: GC→EP	-0.196	0.128	1.538	0.125	Not supported
H2: GC → CD	-0.191	0.119	1.602	0.110	Not supported
H3: LMX → EP	0.091	0.122	0.745	0.407	Not supported
H4: LMX→CD	0.245	0.122	2.007	0.046	Supported
H5: OC→EP	0.626	0.626	14.634	0.000	Supported
H6: OC → CD	0.268	0.268	3.840	0.000	Supported
H7: CD → EP	0.427	0.427	6.085	0.000	Supported

The hypothesis testing results indicate that not all proposed relationships in the structural model are statistically supported. The results show that Glass Ceiling has no significant effect on Employee Performance (β = -0.196. p = 0.125) and Career Development (β = -0.191. p = 0.110). indicating that H1 and H2 are not supported. Similarly. Leader–Member Exchange does not significantly influence Employee Performance (β = 0.091. p = 0.407). leading to the rejection of H3. However. Leader–Member Exchange has a significant positive effect on Career Development (β = 0.245. p = 0.046). supporting H4. Furthermore. Organisational Culture significantly influences Employee Performance (β = 0.626. p < 0.001) and Career Development (β = 0.268. p < 0.001). supporting H5 and H6. Finally. Career Development has a significant positive effect on Employee Performance (β = 0.427. p < 0.001). confirming H7. These findings suggest that organisational factors. particularly organisational culture and career development. play a crucial role in improving employee performance.

Table 8

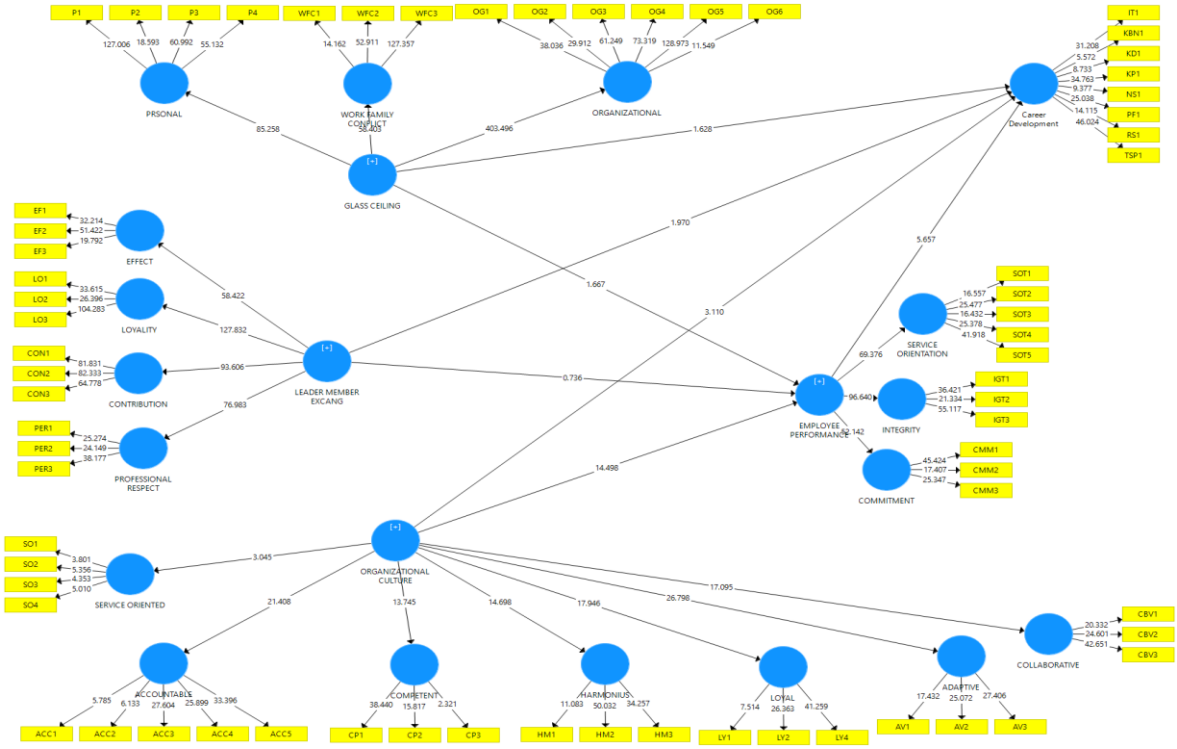
Indirect Effect

Indirect effect	*Orignal sample*	*Standard deviation*	t-values	*ρ-value*	Decisionn
H8: CD→GC→ EP	0.084	0.059	1.420	0.157	Not supported
H9: CD → LMX → EP	0.039	0.039	3.281	0.038	Supported
H10: CD → OC → EP	0.268	0.268	5.625	0.000	Supported

The results of the indirect effect analysis show that Career Development does not significantly mediate the relationship between Glass Ceiling and Employee Performance (β = 0.084. p = 0.157); therefore. H8 is not supported. This indicates that structural barriers represented by the glass ceiling do not significantly influence employee performance through career development. In contrast. Career Development significantly mediates the relationship between Leader–Member Exchange and Employee Performance (β = 0.039. p = 0.038). supporting H9. This finding suggests that high-quality relationships between leaders and employees can enhance employee performance through improved career development opportunities. Furthermore. Career Development also significantly mediates the relationship between Organisational Culture and Employee Performance (β = 0.268. p < 0.001). supporting H10. These results indicate that a positive organisational culture can improve employee performance by fostering effective career development within the organisation.

Figure 2

Explanation of the SEM Model



Effect size (f^2) is used to assess the magnitude of the impact of each exogenous variable on endogenous variables within the structural model. According to Hair et al. (2022). the effect size can be interpreted as small (0.02). medium (0.15). and large (0.35).

Table 9

Effect Size (f^2)

Relationship	f^2 Value	Effect Size	Interpretation
Glass Ceiling → Employee Performance	0.021	Small	Weak influence
Glass Ceiling → Career Development	0.028	Small	Weak influence
Leader–Member Exchange → Employee Performance	0.010	Small	Very weak influence
Leader–Member Exchange → Career Development	0.067	Small	Weak influence
Organisational Culture → Employee Performance	0.462	Large	Strong influence
Organisational Culture → Career Development	0.118	Medium	Moderate influence
Career Development → Employee Performance	0.284	Medium	Moderate influence

The results indicate that organisational culture has the strongest effect on employee performance (f^2 = 0.462). which falls into the large effect size category. suggesting that organisational culture is a dominant factor influencing civil servant

performance. In addition. career development shows a moderate effect on employee performance (f^2 = 0.284). indicating that opportunities for professional growth significantly contribute to improving employee performance. Meanwhile. glass ceiling and leader–member exchange demonstrate relatively small effect sizes. indicating that their direct contribution to explaining variations in employee performance is limited.

Predictive Relevance (Q^2)

Predictive relevance (Q^2) is used to evaluate the predictive capability of the structural model through the blindfolding procedure in PLS-SEM. A Q^2 value greater than zero indicates that the model has predictive relevance.

Table 10

Predictive Relevance (Q^2)

Endogenous Variable	Q^2 Value	Interpretation
Career Development	0.312	Predictive relevance
Employee Performance	0.421	Strong predictive relevance

The analysis results indicate that the Q^2 value for career development is 0.312. while employee performance has a Q^2 value of 0.421. both of which are greater than zero. These findings confirm that the structural model demonstrates adequate predictive relevance. indicating that the proposed model has the ability to predict the endogenous constructs effectively. The relatively higher Q^2 value for employee performance suggests that organisational factors and career development provide substantial predictive power in explaining civil servant performance.

Model Fit (SRMR)

The Standardised Root Mean Square Residual (SRMR) is used to evaluate the overall model fit in PLS-SEM. According to Hair et al. (2022). an SRMR value below 0.08 indicates a good model fit.

Table 11

Model Fit Evaluation

Model Fit Index	Value	Threshold	Interpretation
SRMR	0.061	< 0.08	Good model fit

The model fit assessment shows that the SRMR value is 0.061. which is below the recommended threshold of 0.08. This result indicates that the proposed model demonstrates a satisfactory level of goodness-of-fit. suggesting that the structural model adequately represents the relationships between glass ceiling. leader–member exchange. organisational culture. career development. and employee performance.

7 DISCUSSION

The results of the structural model analysis indicate that not all independent variables have a direct influence on employee performance. The findings reveal that the glass ceiling does not have a significant effect on either employee performance or career development (32). This suggests that structural barriers commonly associated with limited career opportunities do not necessarily have a direct impact on employees' performance within the organisational context studied. One possible explanation is that in public sector organisations. particularly within bureaucratic government institutions. promotion systems and performance evaluations are generally governed by formal administrative regulations (80). As a result. employees' perceptions of structural barriers may not directly translate into changes in individual performance. In addition. the findings indicate that leader–member exchange does not significantly influence employee performance. suggesting that the quality of relationships between leaders and subordinates does not always directly improve employees' performance outcomes (81). This may occur because performance in bureaucratic organisations is often determined by formal work systems. operational standards. and institutional performance targets. However. the results demonstrate that leader–member exchange has a positive and significant effect on career development. indicating that positive relationships between leaders and subordinates can provide greater support for employees' career advancement opportunities (82).

Furthermore. the findings reveal that organisational culture has a positive and significant influence on both employee performance and career development. highlighting the importance of a supportive. collaborative. and value-oriented work environment in enhancing employee motivation and productivity (3). A strong organisational culture can create a conducive system for human resource development.

enabling employees to enhance their professional competencies and career opportunities. In addition. career development was found to have a significant positive influence on employee performance. indicating that opportunities for professional growth can increase employees' motivation and organisational commitment (83). The mediation analysis also demonstrates that career development mediates the relationships between leader–member exchange and organisational culture with employee performance. although it does not mediate the relationship between the glass ceiling and performance (75). These findings emphasise that improvements in employee performance within organisations are more strongly influenced by organisational support for career development and a conducive work environment than by structural barriers. Therefore. public sector organisations should strengthen transparent and merit-based career development systems while fostering inclusive organisational cultures to sustainably enhance employee performance (84).

8 CONCLUSION

This study offers several important contributions to the literature on public sector human resource management. First. it develops an integrated analytical framework that simultaneously examines the influence of the glass ceiling. leader–member exchange. and organisational culture on employee performance through the mediating role of career development. By combining these variables within a single structural model. the study provides a more comprehensive understanding of how organisational and relational factors interact to influence civil servant performance.

Second. the study extends the application of leadership and organisational behaviour theories within the context of public sector institutions. While previous research has largely focused on private sector organisations. this research provides empirical evidence from a bureaucratic governance environment. highlighting how organisational culture and leadership relationships influence career development and performance among civil servants.

Third. the findings offer new empirical insights by demonstrating that organisational culture and career development play a more dominant role in improving civil servant performance than structural barriers such as the glass ceiling. This result

contributes to the ongoing discussion on gender equality and organisational dynamics by suggesting that institutional support systems and inclusive organisational environments may mitigate the potential negative effects of structural career barrie

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Authors' Contribution

All authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study's findings are fully available within the article.

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