

THE EFFECT OF COMPETENCE, WORK ACHIEVEMENT, AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE AT THE OFFICE OF THE DPRD SECRETARIAT OF RIAU ISLANDS PROVINCE

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Abstract

This study aims to analyze the influence of competence, work performance, and career development on employee performance with job satisfaction as an intervening variable at the Riau Islands Provincial DPRD Secretariat Office. This study uses a quantitative approach with a survey method and Structural Equation Modeling (SEM) analysis based on Partial Least Square (PLS). A sample of 150 employees was taken through a census. The results show that competence, work performance, and career development have a significant effect on performance. However, only career development has a significant effect on performance through job satisfaction. These findings provide important implications for human resource management in the government sector.

Keywords : *Competence, Work Performance, Career Development, Job Satisfaction, Employee Performance*

1. Introduction

Employee performance is a key indicator of organizational success, particularly in the public sector, which has strategic responsibilities in public service and legislative functions. As a supporting unit of the Riau Islands Provincial DPRD, the Secretariat of the Riau Islands Provincial DPRD plays a crucial role in managing administration, conducting trials, and facilitating council members. However, personnel data shows a decline in employee productivity, efficiency, and job satisfaction between 2021 and 2022. The decline in productivity fell from 78% to 72%, efficiency from 80% to 75%, and job satisfaction from 75% to 70%. This phenomenon indicates problems in human resource management, such as uneven competency, suboptimal work performance, and a non-transparent career development system. This study aims to empirically examine the relationship between competency, job performance, and career development on employee performance, with job satisfaction as an intervening variable. With this approach, it is hoped that a strategic model can be found for sustainably improving employee performance.

2. Literature Review

According to Spencer & Spencer (1993), competence is a fundamental individual characteristic related to superior performance at work. Work performance reflects an individual's work results that meet organizational standards (Mangkunegara, 2017). Career development is the process of improving an individual's ability to achieve their career goals (Sedarmayanti, 2018). Job satisfaction is a positive attitude toward work that is influenced by compensation, the work environment, and development opportunities (Hasibuan, 2017). Employee performance is measured through effectiveness, efficiency, productivity, teamwork, and compliance with regulations (Wirawan, 2017). Previous research by Junaidi (2020) and Harini (2019) showed that competence and career development have a significant influence on performance, both directly and through job satisfaction as a mediating variable.

3. Research Methods

3.1 Design and Approach

This study used a quantitative approach with a causal explanatory design. Data analysis techniques used SEM-PLS with the assistance of SmartPLS 4.0 software.

3.2 Population and Sample

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The population in this study was all 150 civil servants within the Riau Islands Provincial DPRD Secretariat. The sampling technique used was the census method (saturated sampling), so the entire population was sampled

3.3 Respondent Characteristics

- Gender: 98 females (65.3%), 52 males (34.7%)
- Age: 25–34 years (34.7%), 35–44 years (31.3%), 45–54 years (34%)
- Education: High school (36%), Bachelor's degree (61.3%), Master's degree (2.7%)

3.4 Instruments and Measurements

The research instrument was a questionnaire with a Likert scale of 1–5. Variables were measured using the following indicators:

Variables	Key Indicators
Competence (X1)	Knowledge, skills, professional attitude
Work Performance (X2)	Quality, quantity, timeliness, commitment
Career Development(X3)	Training, promotion, career planning
Job Satisfaction (Z)	Work environment, compensation, job security
Performance (Y)	Effectiveness, efficiency, productivity, teamwork

3.5 Research Hypothesis

H1: Competence has a direct influence on employee performance

H2: Work performance has a direct effect on employee performance

H3: Career development has a direct impact on employee performance.

H4: Competence has a direct effect on job satisfaction

H5: Job performance has a direct effect on job satisfaction

H6: Career development has a direct effect on job satisfaction

H7: Competence has an indirect effect on performance through job satisfaction.

H8: Job performance has an indirect effect on performance through job satisfaction

H9: Career development has an indirect effect on performance through job satisfaction H10: Job satisfaction has a direct effect on employee performance

4. Research Results

4.1 Validity and Reliability Test

All indicators have an r-count value > 0.1348 and Cronbach's Alpha > 0.931 , indicating that the instrument is valid and reliable.

4.2 Structural Model Test

The R^2 value for the performance variable is 0.996 and job satisfaction is 0.968, indicating that the model is very substantial.

4.3 Hypothesis Testing

Variable Relationship	Coefficient	T-Statistic	P-Value	Information
X1 → Y (Competence → Performance)	0.326	5.117	0.000	Significant
X2 → Y (Work Achievement → Performance)	0.069	2,318	0.010	Significant
X3 → Y (Career Development → Performance)	0.475	4,359	0.000	Significant
Z → Y (Job Satisfaction → Performance)	0.134	2,386	0.009	Significant
X1 → Z (Competence → Job Satisfaction)	0.143	1,131	0.129	Not Significant
X2 → Z (Job Achievement → Job Satisfaction)	0.276	2,846	0.002	Significant
X3 → Z (Career Development → Job Satisfaction)	0.571	3,457	0.000	Significant
X1 → Z → Y	0.019	0.859	0.196	Not Significant
X2 → Z → Y	0.037	1,547	0.061	Not Significant
X3 → Z → Y	0.076	2,558	0.005	Significant

5. Discussion

The results of the study showed that competence has a significant direct influence on employee performance, but not on job satisfaction. This indicates that even though employees possess adequate technical skills and knowledge, this does not necessarily lead to emotional satisfaction with their jobs. This finding aligns with Herzberg's theory, which distinguishes between motivating factors and hygiene factors, where competence is more technical in nature and does not necessarily directly influence job satisfaction. Job performance has been shown to significantly influence both performance and job satisfaction. Employees who achieve work targets and demonstrate high levels of dedication tend to feel valued and satisfied, ultimately improving their performance. However, the indirect path from job performance through job satisfaction to performance was insignificant, indicating that the primary effect of job performance on performance is direct. Career development has the strongest influence, both directly on performance and indirectly through job satisfaction. Employees who have access to training, promotions, and career planning feel more valued and motivated, which positively impacts job satisfaction and performance. These findings support Maslow and Herzberg's theories, which emphasize the importance of self-actualization and professional growth in increasing work productivity. Job satisfaction itself has been shown to significantly influence performance. Employees who are satisfied with their work environment, compensation, and job security demonstrate higher levels of motivation and loyalty, which are reflected in optimal performance.

6. Conclusion

Based on the results of the analysis and discussion, it can be concluded that:

1. Competence, work performance, and career development have a direct and significant influence on employee performance.
2. Career development and work performance have a significant influence on job satisfaction, while competence does not.
3. Only career development has an indirect effect on performance through job satisfaction.
4. Job satisfaction acts as an effective intervening variable in the relationship between career development and performance.
5. The SEM-PLS model shows that the variables in this study are able to explain 99.3% of the variation in employee performance, indicating a very substantial strength of the model.

7. Suggestions

Based on the research results, the author provides several practical recommendations as follows:

1. **Competency Improvement**
Organizations need to conduct regular technical and soft skills training, such as communication training, time management, and legal document management, so that employee competencies continue to develop and have a direct impact on performance.
2. **Strengthening the Work Performance System**
It is necessary to build an objective and transparent work performance assessment system, as well as provide awards based on work achievements to increase employee motivation and satisfaction.
3. **Structured Career Development**
Organizations should provide clear career paths, mentoring programs, and coaching to support employee professional growth. This will simultaneously improve job satisfaction and performance.
4. **Increased Job Satisfaction**
It is necessary to evaluate the compensation system, work environment, and work security policies so that employees feel appreciated and comfortable at work.
5. **Further Research**
It is recommended for further researchers to examine other variables such as organizational culture, work stress, and leadership style as factors that can influence employee performance through job satisfaction.

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