ANALYSIS OF CAREER DEVELOPMENT, COMPETENCIES AND WORK DISCIPLINE ON MEDIATED EMPLOYEE PERFORMANCE JOB SATISFACTION IN THE SOCIAL SERVICE NORTH SUMATRA PROVINCE

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Abstract

The background of this research is based on the importance of improving employee performance in supporting social services to the community, during human resource challenges that continue to develop. The research method uses a quantitative approach with data collection techniques through questionnaires with a research population of 377 people, consisting of 264 ASN and 113 Non-ASN. The data was analyzed using Structural Equation Modeling based on Partial Least Squares. The results of the study show that career development, competence, and work discipline have a positive effect on employee performance. The research population is 377 people, consisting of 264 ASN and 113 Non-ASN. Job satisfaction has been proven to mediate the relationship between the two variables, namely career development and work discipline on employee performance. Pre-survey identification shows that career path understanding, training participation, and access to promotions are still the main obstacles in career development. In terms of competence, innovation and technology use still need to be improved. Meanwhile, in work discipline, compliance with work schedules shows realization that is still below the target. Career Development (X1) has a positive and significant effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.304, with a P-Values value = 0.000 (Accepted Hypothesis). Career Development (X1) has a positive and significant effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.233, with a value of P-Values = 0.000 (Accepted Hypothesis). Competency (X2) has a positive but not significant effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.134, with a P-Values value = 0.089 (Hypothesis Rejected because the significance value is above 0.05). Competency (X2) has a positive but insignificant effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.023, with a P-Values value = 0.697 (Hypothesis Rejected because the significance value is above 0.05). Job Satisfaction (Z) has a positive and significant effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.496, with a P-Values value = 0.002 (Accepted Hypothesis). Work Discipline (X3) has a positive but not significant effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.090, with a P-Values value = 0.435 (Hypothesis Rejected because the significance value is above 0.05). Work Discipline (X3) has a positive and significant effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.754, and significant, with a value of P-Values = 0.000 (Accepted Hypothesis). Job satisfaction (Z), significantly mediated the relationship between career development (X1) and employee performance (Y) with a P-Values value = 0.116 > 0.018 (Accepted Mediation Hypothesis). Job satisfaction (Z), insignificant mediated the relationship between competence (X2) and employee performance (Y), with a P-Values value = 0.012 < 0.712 (Hypothesis rejected because the significance value was above 0.05). Job satisfaction (Z), significantly mediated the relationship between work discipline (X3) and employee performance (Y), with a P-Values value = 0.374 > 0.002 (Accepted Mediation Hypothesis). This research makes a practical contribution in formulating effective human resource management strategies in the government sector.

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

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INTRODUCTION

Employee performance is an important element in achieving the effectiveness of the work of government institutions. Some of the factors that affect performance are career development, competence, and work discipline (Robbins & Judge, 2018). In addition, job satisfaction also plays a role as a mediating variable that can strengthen the relationship between independent variables and performance (Luthans, 2019). In the context of the North Sumatra Provincial Social Service, the challenge of improving the quality of human resources is a top priority to support optimal public services. Employee performance is not only determined by internal factors such as motivation and job satisfaction, but also by human resource management which includes career development, competencies, and work discipline. According to Lubis (2020), one of the main challenges in government agencies is the lack of optimal human resource development strategies based on improving competencies and long-term career planning. This often has an impact on low job satisfaction, which then directly affects employee performance.

Rizky (2023) shows that leadership style and organizational culture contribute significantly to improving employee performance. This is in line with the findings of this study, where career development, competence, and work discipline are also proven to affect employee performance. Optimal performance is basically the result of the interaction of various organizational factors, both structural and psychological. Job satisfaction as a mediating factor plays an important role in bridging the relationship between these variables and employee performance. In the context of human resource management, Ferine and Juniarti (2022) emphasized that effective HR services do not only include administrative processes, but also involve managing employees strategically through a competency, job satisfaction, and performance approach. They stated that the quality of HR services plays an important role in creating a supportive and oriented work environment towards achieving organizational goals. Rizky and Andika (2019) explained that career development must be carried out in a structured and directed manner by paying attention to individual and organizational needs. This is in line with the needs of the North Sumatra Provincial Social Service in improving the quality of its human resources through sustainable career development. In an effort to improve the quality of public services, the performance of employees in government agencies is a crucial factor that must be considered. Optimal performance depends not only on individual abilities, but is also influenced by various organizational factors such as career development, competence, and work discipline. At the North Sumatra Provincial Social Service, challenges in human resource management include the need for effective strategies to improve employee performance through a holistic approach.

LITERATURE REVIEW
1. Employee Performance

Mangkunegara (2017) defines performance as the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given. Mesra B. (2019) Improving the quality of human resources is an important aspect for an organization that builds competitive advantage through the role of human resources who carry out their organizational strategy. Therefore, it is very important for an organization to improve the quality of human resources that are able to encourage all employees to contribute optimally to the achievement of organizational goals. Rizky (2022) stated that employee empowerment through career development, training, and the provision of work autonomy can increase employee engagement, which ultimately has a positive impact on improving individual and organizational performance. Thus, employee performance does not stand alone, but is the result of synergy between individual abilities, organizational support, and an effective human resource management system. Anwar (2023) employee performance is influenced by various factors, including leadership, motivation, work discipline, ability, and human resource services. Organizations need to pay attention to and manage these factors effectively to improve employee performance.

According to Mangkunegara (2017) there are 5 (five) employee performance indicators, namely;
1. Quality of work
2. Working quantity
3. Reliability
4. Work Attitude
5. Implementation
6. Responsibility
7. Cooperation
8. Initiative

2. Job Satisfaction

According to Greenberg and Baron (2018), job satisfaction is an individual's positive attitude towards his or her work, which arises as a result of an evaluation of various aspects of his or her work. Employee loyalty is not just physical loyalty or presence in the organization, but includes their thoughts, attention, ideas, and dedication poured out completely to the organization. Rizky, M. C. (2018). Rahayu and Dahlia (2023) in their research that job satisfaction plays a role as a mediating variable between work discipline, work motivation, and organizational commitment to employee performance. This means that an increase in all three variables can increase job satisfaction, which in turn will improve employee performance. Wang et al. (2023), job satisfaction is strongly influenced by the balance between the work contributions made and the rewards received (financial rewards, recognition, and development opportunities). Imbalances in this aspect can lower job satisfaction and increase the risk of turnover.

According to Greenberg and Baron (2018) there are five indicators of job satisfaction:
1. Satisfaction with the work itself
2. Satisfaction with wages/salaries
3. Satisfaction with promotional opportunities
4. Satisfaction with supervision/superiors
5. Satisfaction with relationships with co-workers

3. Career Development

According to Noe (2017), career development is a series of formal and informal activities designed to develop individual knowledge, skills, and experiences to achieve desired career goals. Mesra B, in her research with Rahmad Zahri (2024), emphasized the importance of career development as a strategy to improve employee competence and performance. They state that effective career development can be achieved through structured coaching methods, which focus on improving individual competencies. Research by Briscoe, Hall & Clark (2022) confirms that protean career orientation is positively correlated with job satisfaction, continuous learning, and career adaptation in a digital work environment. Baruch and Rousseau (2019) updated the concept of career development as a collaborative process between individuals and organizations. In an adaptive organization, career development takes the form of not only vertical promotions, but also functional rotations, innovative projects, and flexible roles that make room for competency and leadership growth.

According to Noe (2017), there are five career development indicators as follows:
1) Individual career planning
2) Career Exploration
3) Competency Development
4) Mentoring and Coaching
5) Training and Education
6) Promotion Opportunities

4. Competence

According to Spencer (2018), competence is defined as the basic characteristics of individuals that affect the way they think, act, and behave in work situations. In the competency model they developed, there are five (5) main factors that affect a person's competence, known as the "Iceberg Model of Competence". According to Ferine, K. F. (2022), competence is a key factor in the development of effective human resources. Competency development through training, education, and work experience is essential to improve the performance of individuals and the organization as a whole. Rizky, M. C., Faried, A. I., & Purba, E. F. B. (2023) in his research that competence in using information and communication technology is one of the important aspects in developing employee competencies in the digital era. The results of this study show that the proper use of technology can significantly improve work flexibility and employee performance. Campion et al., (2020) emphasized that competency-based human resource management must adapt to the demands of flexible work, remote working, and artificial intelligence. They updated the competency model by adding behavioral flexibility, continuous learning, and cross-cultural collaboration as key competencies.

According to Spencer (2018) there are five competency indicators, namely
1. Knowledge
2. Skills
3. Self Concept
4. Traits

5. Motive

5. Work Discipline

Handoko (2017) states that work discipline is the willingness and awareness of individuals to obey all company regulations and social norms that apply in the organization. According to Rahayu.S (2018), motivation and work discipline have a significant influence on employee work performance. In his research at PT. Langkat Nusantara Kepong, Langkat Regency, found that increasing motivation and work discipline can improve overall employee performance. In the digital work era, Brown and Grant (2021) said that work discipline now includes regularity in virtual presence, ethical use of work devices, and compliance with data and privacy policies. In the latest edition of the book Human Resource Management, Dessler (2020) said that work discipline is a behavior control system that functions to maintain order and correct violations. Fair, consistent, and proportionate discipline will increase employee morale and trust in the organization.

According to Handoko (2017) there are five indicators of work discipline, namely:
1) Time compliance
2) Regulatory compliance
3) Quality and productivity of work
4) Responsibilities in work
5) Absenteeism rate
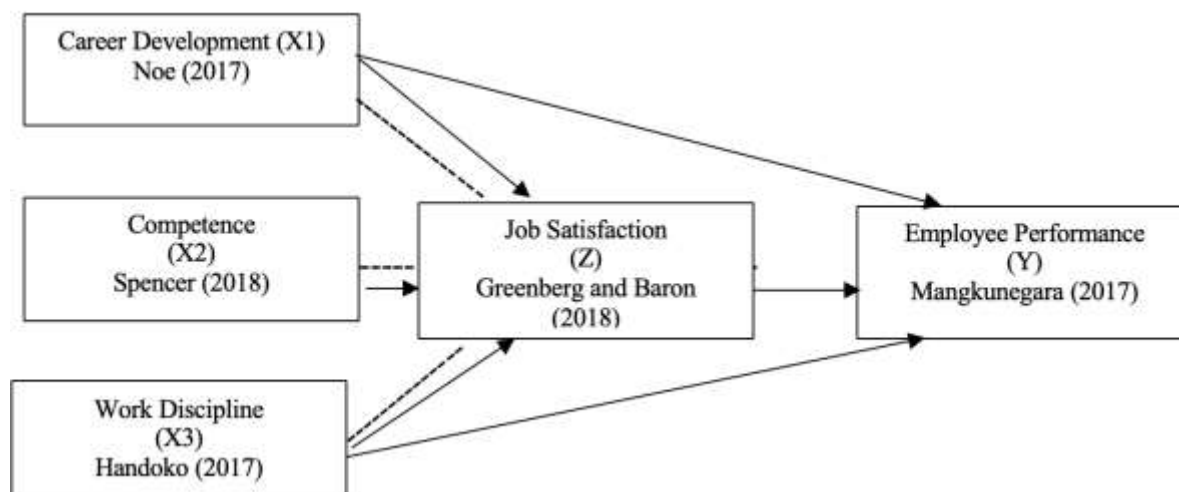6) Effective use of time

6. Conceptual Framework

Image 1. Conceptual Framework

7. Hypothesis

According to Manullang and Pakpahan (2017), it is explained that the hypothesis is closely related to theory. Based on the results of previous research and the theories taken, several hypotheses were drawn as provisional answers, namely:
1. Career development partially has a positive and significant effect on job satisfaction at the North Sumatra Provincial Social Service.
2. Career development partially has a positive and significant effect on employee performance in the North Sumatra Provincial Social Service.
3. Competence partially has a positive and significant effect on job satisfaction in the North Sumatra Provincial Social Service.
4. Competence partially has a positive and significant effect on Employee Performance in the Social Service of North Sumatra Province.
5. Work Discipline partially has a positive and significant effect on job satisfaction in the Social Service of North Sumatra Province.
6. Work Discipline partially has a positive and significant effect on Employee Performance in the North Sumatra Provincial Social Service.

7. Career development partially has a positive and significant effect on employee performance with job satisfaction as a mediation in the North Sumatra Provincial Social Service.
8. Competence partially has a positive and significant effect on employee performance with job satisfaction as a mediation in the North Sumatra Provincial Social Service.
9. Work Discipline partially has a positive and significant effect on Employee Performance with job satisfaction as a mediation in the North Sumatra Provincial Social Service.
10. Career development, competence and work discipline partially have a positive and significant effect on employee performance with job satisfaction as a mediation in the North Sumatra Provincial Social Service.

METHOD
1. Types and Approaches to Research
This study uses a type of quantitative research with an explanatory research approach. The explanatory approach is used to explain the cause-and-effect relationship between independent variables (career development, competence, work discipline) and bound variables (employee performance) and intervening variables (job satisfaction). The survey method was applied to obtain primary data directly from respondents, while data analysis was carried out using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) with the help of SmartPLS software.

2. Population and Sample
The population in this study is all employees in the North Sumatra Provincial Social Service, which totals 377 people, consisting of 264 State Civil Apparatus (ASN) and 113 Non-ASN. The sample of this study was determined using the Slovin technique with a margin of error of 10%. Based on this calculation, the minimum number of samples taken was 79 respondents. Sample selection was carried out by proportional random sampling technique, which is the proportional division of samples based on employment status (ASN and Non-ASN), so that representatives of each group are reflected proportionally in the research.

3. Data Collection Techniques
The data collection techniques used in this study are as follows:
Questionnaire (Questionnaire); 1) The main instrument of data collection uses a questionnaire in the form of a 5 (five) point Likert scale. 2) The questionnaire is divided into several parts according to the research variables, namely: a. Career Development, b. Competence, c. Work Discipline, d. Job Satisfaction, e. Employee Performance. Each indicator is measured through several statements to obtain data on respondents' perception of each variable.

4. Data Analyst Method
In this study, the data analysis method used is structural equation modeling-partial least squares (SEM-PLS) using SmartPLS software. Mahmud and Ratmono (2013:6) stated that in its development, SEM is divided into two types, namely covariance-based SEM (CB-SEM) and variance-based SEM or partial least squares (SEM-PLS). CB-SEM developed in the 1970s pioneered by Karl Joreskog as the developer of the Lisrel software. Meanwhile, SEM-PLS developed after CB-SEM and was pioneered by Herman Would (academic advisor Karl Joreskog).

RESULTS AND DISCUSSION
Here are some examples of software from CB-SEM and SEM-PLS) (Mahmud and Ratmono, 2013:6-7).

Table 1. Validity Testing by Average Variance Extracted (AVE)

	Mean Variance Extracted (AVE)
Work Discipline (X3)	0.503
Job Satisfaction (Z)	0.707
Performance (Y)	0.515
Competencies (X2)	0.614
Career Development (X1)	0.565

The recommended AVE value is above 0.5 (Mahfud and Ratmono, 2013:67). It is known that all AVE values > 0.5, which means that they have met the validity requirements based on AVE. Furthermore, reliability testing was carried out based on *the composite reliability* (CR) value.

Table 2. Reliability Testing by Composite Reliability (CR)

	Composite Reliability
Work Discipline (X3)	0.802
Job Satisfaction (Z)	0.896
Performance (Y)	0.866
Competencies (X2)	0.841
Career Development (X1)	0.845

The recommended CR value is above 0.7 (Mahfud and Ratmono, 2013:67). It is known that all CR values are > 0.7, which means that they have met the reliability requirements based on CR. Next, reliability testing was carried out based on *Cronbach's alpha* (CA) value.

Table 3. Reliability Testing by *Cronbach's Alpha* (CA)

	Cronbach's Alpha
Work Discipline (X3)	0.803
Job Satisfaction (Z)	0.897
Performance (Y)	0.866
Competencies (X2)	0.844
Career Development (X1)	0.847

The recommended CA value is above 0.7 (Mahfud and Ratmono, 2013:67). It is known that all CA values > 0.7, which means that they have met the reliability requirements based on Cronbach's alpha. Next, a discriminatory validity test was carried out using the Fornell-Larcker approach.

5. Influence Significance Test (Boostrapping) (Hypothesis Test) (Inner Model)

Table 4. Path Coefficient & Significance Test Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Career Development -> Employee Performance	0,304	0,316	0,081	3,766	**0,000**
Career Development -> Job Satisfaction	0,233	0,233	0,062	3,741	**0,000**
Competence -> Employee Performance	0,134	0,132	0,079	1,703	**0,089**
Competence -> Job Satisfaction	0,023	0,020	0,060	0,390	**0,697**
Job Satisfaction -> Employee Performance	0,496	0,484	0,162	3,058	**0,002**
Work Discipline -> Employee Performance	0,090	0,093	0,116	0,782	**0,435**
Work Discipline -> Job Satisfaction	0,754	0,756	0,066	11,478	**0,000**

Based on the results in Table 4.5, the results were obtained:

1. Career Development (X1) has a positive and significant effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.304, with a P-Values value = 0.000 (Accepted Hypothesis).
2. Career Development (X1) has a positive and significant effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.233, with a value of P-Values = 0.000 (Accepted Hypothesis).
3. Competency (X2) has a positive but not significant effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.134, with a P-Values value = 0.089 (Hypothesis Rejected because the significance value is above 0.05).
4. Competency (X2) has a positive but insignificant effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.023, with a P-Values value = 0.697 (Hypothesis Rejected because the significance value is above 0.05).
5. Job Satisfaction (Z) has a positive and significant effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.496, with a P-Values value = 0.002 (Accepted Hypothesis).
6. Work Discipline (X3) has a positive but not significant effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.090, with a P-Values value = 0.435 (Hypothesis Rejected because the significance value is above 0.05).
7. Work Discipline (X3) has a positive and significant effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.754, and significant, with a P-Values value = 0.000 (Accepted Hypothesis).
8.

Table 5. R-Square

	R Square	R Square Adjusted
Employee Performance	0,885	0,880
Job Satisfaction	0,896	0,892

It is known that the R-Square value of job satisfaction (Z) is 0.896, which means that career development (X1), competence (X2), work discipline (X3) and job satisfaction (Z) can affect employee performance (Y) by 54.6%. The R-Square value of employee performance (Y) is 0.885, which means that career development (X1), competence (X2), work discipline (X3)) can affect employee performance (Y) by 66.5%. It is known that based on the results of *the SRMR goodness of fit* test , the SRMR value = 0.084 < 0.1, it is concluded that the model has FIT.

Table 6. Mediation Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Career Development -> Job Satisfaction -> Employee Performance	0,116	0,112	0,049	2,367	**0,018**
Competence -> Job Satisfaction -> Employee Performance	0,012	0,013	0,031	0,370	**0,712**
Work Discipline -> Job Satisfaction -> Employee Performance	0,374	0,364	0,123	3,046	**0,002**

Based on the results of the mediation test:

1) Job satisfaction (Z), significantly mediated the relationship between career development (X1) and employee performance (Y) with a P-Values value = 0.116 > 0.018 (Accepted Mediation Hypothesis).

2) Job satisfaction (Z), insignificantly mediated the relationship between competence (X2) and employee performance (Y), with a P-Values value = 0.012 < 0.712 (Hypothesis rejected because the significance value was above 0.05).

3) Job satisfaction (Z), significantly mediated the relationship between work discipline (X3) and employee performance (Y), with a P-Values value = 0.374 > 0.002 (Accepted Mediation Hypothesis).

CONCLUSION

1. Career Development (X1) has a positive and significant effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.304, with a P-Values value = 0.000 (Accepted Hypothesis).
2. Career Development (X1) has a positive and significant effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.233, with a value of P-Values = 0.000 (Accepted Hypothesis).
3. Competency (X2) has a positive but not significant effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.134, with a P-Values value = 0.089 (Hypothesis Rejected because the significance value is above 0.05).
4. Competency (X2) has a positive but insignificant effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.023, with a P-Values value = 0.697 (Hypothesis Rejected because the significance value is above 0.05).
5. Job Satisfaction (Z) has a positive and significant effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.496, with a P-Values value = 0.002 (Accepted Hypothesis).
6. Work Discipline (X3) has a positive but not significant effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.090, with a P-Values value = 0.435 (Hypothesis Rejected because the significance value is above 0.05).
7. Work Discipline (X3) has a positive and significant effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.754, and significant, with a value of P-Values = 0.000 (Accepted Hypothesis).
8. Job satisfaction (Z), significantly mediated the relationship between career development (X1) and employee performance (Y) with a P-Values value = 0.116 > 0.018 (Accepted Mediation Hypothesis).
9. Job satisfaction (Z), insignificant mediated the relationship between competence (X2) and employee performance (Y), with a P-Values value = 0.012 < 0.712 (Hypothesis rejected because the significance value was above 0.05).
10. Job satisfaction (Z), significantly mediated the relationship between work discipline (X3) and employee performance (Y), with a P-Values value = 0.374 > 0.002 (Accepted Mediation Hypothesis).The conclusion explains what is expected in the Introduction section, as well as conclusions from the Results and Discussion section. Conclusions can also be added to the development plan for the implementation of the future service.

SUGGESTION

1. Career Development at the North Sumatra Provincial Social Service is recommended to implement a planned and transparent career development system, such as career path determination, position rotation programs, and competency-based promotions. This can increase work motivation and encourage employees to continue to develop their potential.
2. Improving employee competencies needs to be done through training that is relevant to duties and responsibilities as well as continuous coaching. It is recommended to hold technical and managerial training regularly, as well as provide access to certification programs or further education according to the needs of the work unit.
3. Work Discipline It is necessary to strengthen the implementation of consistent and fair disciplinary rules, accompanied by a transparent reward and sanction mechanism. In addition, building a disciplined work culture must also be carried out through leadership example and continuous coaching.
4. To improve job satisfaction, it is recommended that organizations improve internal communication, create a comfortable work environment, reward performance, and pay attention to work-life balance. This will strengthen the positive effect of other variables on employee performance.
5. Efforts to improve employee performance need to be focused not only on evaluating work results, but also on developing individual potential and motivation. Regular performance monitoring and constructive feedback will help improve productivity and quality of public services.

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