



The Influence of Career Development on Job Satisfaction Through Employee Competence in Mandau Subdistrict

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ABSTRACT

This study aims to determine the effect of career development on job satisfaction through employee competence in Mandau District. The number of samples in this study were 80 employees in Mandau District, Bengkalis Regency. This research uses quantitative methods. The data collection technique in this study used a questionnaire. Data analysis techniques using Structural Equation Modeling PLS. The results showed that career development has a positive and significant effect on employee job satisfaction in Mandau District. Competence has a positive and significant effect on employee job satisfaction in Mandau District. Career development has a positive and significant effect on employee competence in Mandau District. Career development has a positive effect on job satisfaction through employee competence in Mandau District.

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Introduction

Human resources have an important role in determining the success of an organization. To realize this success, organizations or companies need to pay attention to how satisfied employees are. Job satisfaction is one of the reasons why companies retain their employees. Employees who feel good job satisfaction will produce positive results towards their responsibilities at work. Likewise, if employees are not satisfied with their work, they will show a negative attitude towards their work.

Job satisfaction is defined as a person's overall attitude towards his job. These attitudes reflect a variety of pleasant and unpleasant experiences while working, as well as individual expectations regarding his future experiences at work (Bangun, 2018). One of the factors that can affect job satisfaction is career development. Structured and sustainable career development plays an important role in increasing employee motivation, job satisfaction, and performance. Career development in the public sector can also improve the quality of public services and help achieve regional development targets.



Furthermore, the factor that affects job satisfaction is competence. Competence can be said to be a form of behavior, ability, knowledge, and talent in an individual to do a given job. Compensation is an award given to employees for doing a good job (E. Sutrisno, 2020).

Within Mandau Sub-district, employee career development is an important focus in order to improve the quality of service to the community. The job satisfaction of employees in this sub-district is often related to the career development opportunities they receive, as well as the level of competence they have. The phenomenon in the field, there are still employees who feel that their career development is stagnant and there are still employees who are less competent in their fields, which ultimately has an impact on improving the quality of public services in the region.

This study aims to examine the effect of career development on employee job satisfaction in Mandau Sub-district by considering competence as a mediating factor. With a deeper understanding of the relationship between career development, competence, and job satisfaction, this study is expected to provide input for local governments in formulating more effective human resource development strategies. This is important to ensure that employees in Mandau Sub-district not only have high job satisfaction, but also the competencies needed to face the challenges of serving the community.

Career development is a personal improvement that a person makes to achieve a career plan and improvements by the personnel department to achieve a work plan in accordance with the path or level of the organization According to in (Sunyoto, 2018) Career development is self-development activities taken by a person to realize his personal career plan (Marwansyah, 2016).

Career development is the process of identifying employee career potential and materials and implementing appropriate ways to develop this potential (Sunyoto, 2018) Career Development is an effort carried out by every employee or organization to spur himself to do his best in serving and improving his abilities / skills in carrying out the main tasks and functions of profit and non-profit organizations and all work (Busro, 2018). The indicators of career development are as follows (Sinambela, 2017) : aligned with employee career plans, implementation of career counselling, availability of mentors, provide training opportunities, provide job rotation opportunities.

Competence is one of the important components that must be possessed by individuals so that the implementation of job duties can run well. According to (M. S. Z. Sutrisno, 2022) defines competence as an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace that refer to established work requirements. According to (Spencer & Spencer, 2006) competence is better defined as the underlying characteristics of a person that are related to the effectiveness of individual work in their work. Meanwhile, Rusvitawati, Sugiaty, & Dewi (2019) explain that competence consists of a number of key behaviors needed to carry out certain roles to produce satisfactory achievement or performance. The indicators used to measure how much employee competence according to Gordon in Handoko (2021) are as follows: knowlegde, understanding, value, skill, attitude, interest.

Job Satisfaction is defined by looking at the extent to which individuals feel positively or negatively about various factors or dimensions of the tasks in their work. Job Satisfaction is



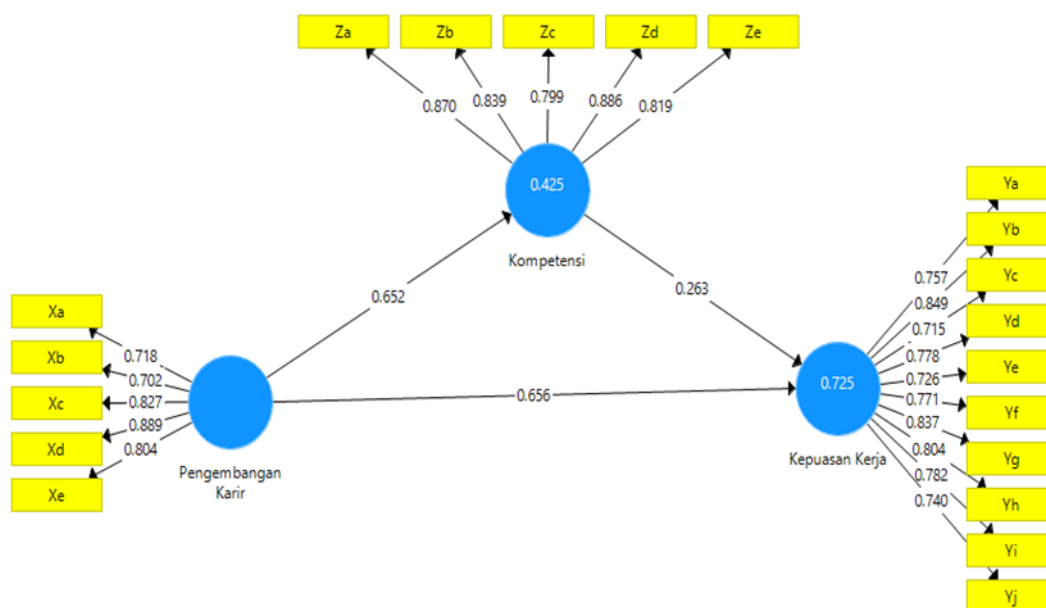
an emotional attitude that is pleasant and loves his job (Surya Atmaja et al., 2023). (M. S. Hasibuan, 2017) states that Job Satisfaction is an emotional attitude that is pleasant and loves his job. According to (Robbins, Stephen P.; Judge, 2019) Employee Job Satisfaction Indicators are as follows: the work itself, supervision, coworkers, promotion, salary.

Method

The type of research used in research is quantitative research methods with an associative approach. According to (Sugiyono, 2018) quantitative methods aim to test previously established hypotheses and are used to investigate specific populations or samples. Given the current population of only 80 people, this study used a sample of the entire population.

The technique used for the data collection process is by distributing several written questions to the respondents to be answered. Filling out the questionnaire is done by self-complete online through google form media. Data analysis techniques in this study, researchers used Structural Equation Modeling (SEM) with the Partial Least Square (PLS) method..

Results



Source: Data processing 2024

From the SEM-PLS data processing results in Figure 4.2 above, it is found that all indicators are valid or have met the loading factor value > 0.7 . Apart from evaluating the loading factor value, construct validity can also be assessed by looking at the AVE (Average Variance Extracted) value where the AVE value is able to show the ability of the latent variable value to represent the original data score provided that the value is > 0.5 . The greater the AVE value, the higher its ability to explain the value of the indicators that measure the latent variable. The following is the AVE value generated from SEM PLS data processing:

**Table 4.9*****Average Variance Extrated (AVE)***

	<i>Average Variance Extrated</i>
Career development (X)	0,626
Competence (Z)	0,711
Job Satisfaction (Y)	0,604

Source: Data processing 2024

From table 4.9 above, it can be seen that the SEM-PLS data processing results in the AVE value of each variable can be declared good because it has met the requirements with a value of more than 0.5. So it can be concluded that all indicators and constructs in the model have met the validity test criteria.

Table 4.10***Average Variance Extrated Root Value***

	Job Satisfaction	Competence	Career development
Job Satisfaction	0,777		
Competence	0,691	0,843	
Career development	0,827	0,652	0,791

Source: Data processing 2024

Table 4.10 above shows that all AVE root values of each construct are greater than the correlation between constructs and other constructs. So it can be concluded that all constructs in the estimated model have met the Discriminant Validity test criteria.

Table 4.11***Composite Reliability Variabel***

	Cronbach's Alpha	Rho_A	Composite Reliability
Job Satisfaction	0,927	0,930	0,938
Competence	0,898	0,906	0,925
Career development	0,848	0,858	0,893

Source: Data processing 2024

From table 4.11 above, it can be seen that the research model is said to be reliable because the Composite Reliability and Cronbach's Alpha values of all variables are above 0.7. Thus, it can be concluded that the three variables have reliable reliability because they meet the Composite Reliability test criteria.

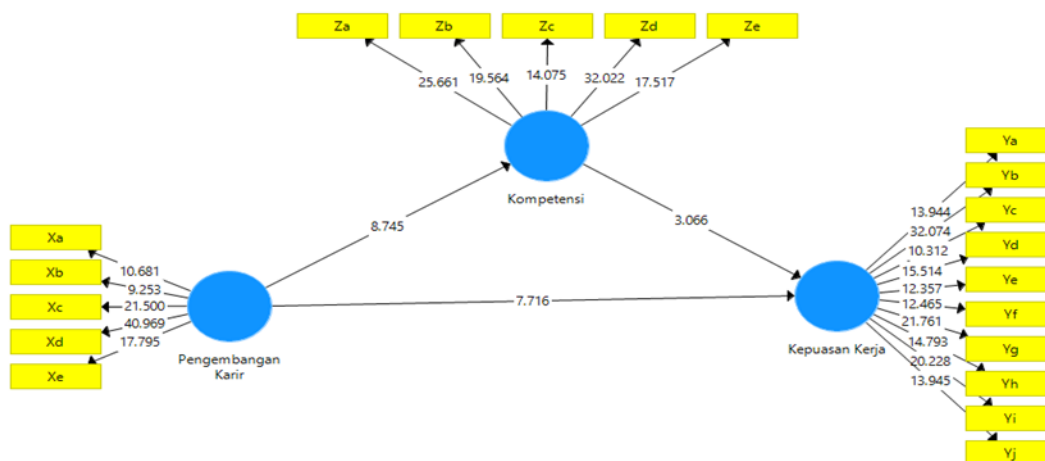


Table 4.12
R Square Value

	R Square	R Square Adjusted
Competence	0.425	0.417
Career development	0.725	0.717

Source: Data processing 2024

Table 4.12 shows that the job satisfaction construct can be explained by the career development and competency variables of 0.717 or 71.1%, while the remaining 28.9% is explained by other variables outside the research model. The table also shows that the competency construct can be explained by 0.417 or 41.7% by the career development variable, while the remaining 58.3% is explained by other variables outside the research model.



Source: Data processing 2024

Table 4.13
Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Career development -> Job Satisfaction	0,656	0,653	0,85	7,716	0,000
Competence -> Career development	0,263	0,265	0,086	3,066	0,002
Career development -> Competence	0,652	0,659	0,075	8,745	0,000

Source: Data processing 2024



H1 : Career development has a positive and significant effect on employee job satisfaction in Mandau District with a coefficient of 0.656 and p values of 0.000 smaller than 0.5 (significant). Therefore, hypothesis 1 in this study is accepted. The more employee career development increases, the more job satisfaction increases.

H2 : Competence has a positive and significant effect on employee job satisfaction in Mandau District with a coefficient of 0.263 and p values of 0.002 smaller than 0.5 (significant). Therefore hypothesis 2 in this study is accepted. The more employee competence increases, the more employee job satisfaction increases.

H3 : Career development has a positive and significant effect on employee competence in Mandau District with a coefficient of 0.652 and p values of 0.000 smaller than 0.5 (significant). Therefore hypothesis 3 in this study is accepted. The more employee career development increases, the more employee competence increases.

Table 4.14
Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Career development -> Competence -> Job satisfaction	0,172	0,176	0,065	2,650	0,008

Source: Data processing 2024

H4 : Career development has a positive effect on job satisfaction through employee competence in Mandau District with a coefficient value of 0.172. Therefore hypothesis 4 in this study is accepted. The more employee career development increases, the more employee competence increases and employee job satisfaction also increases.

Discussion

The effect of career development on employee job satisfaction in Mandau Sub-district environment

Career development is a staffing activity that helps employees plan their future careers in the organization. The purpose of career development is to help achieve individual and company goals, show employee welfare relationships, help employees realize their potential abilities, strengthen the relationship between employees and the company (Mangkunegara, 2019).

This study shows the results that career development affects employee job satisfaction in Mandau District. According to (Mangkunegara, 2019) career development is an ongoing activity to help individuals manage their career paths and achieve their full potential. The results of this study are in line with research (Jumiyati & Azlina, 2019) on the effect of career development on employee job satisfaction at PT Kimia Farma (Persero) Tbk Jakarta which proves that career development has a positive and significant effect on job satisfaction.

The effect of competence on employee job satisfaction in the Mandau Sub-district environment



Competence as an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace that refers to the specified work requirements (Sutrisno, 2020).

This study shows the results that competence affects employee job satisfaction in the Mandau District environment. According to (Mangkunegara, 2019) competence is a fundamental factor possessed by someone who has more ability, which makes him different from someone who has average or ordinary abilities. The results of this study are in line with research (Masruchiyah et al., 2024) on the Effect of Competence and Motivation on Employee Job Satisfaction During the Covid-19 Pandemic at PT Kao Indonesia which proves that competence has a positive effect on job satisfaction.

The effect of career development on employee competence in Mandau Sub-district environment

Career development is an effort to improve the technical, theoretical, conceptual and moral abilities of employees in accordance with the needs of jobs or positions through education and training (Hasibuan, 2019).

This study shows the results that career development has a positive and significant effect on employee competence in the Mandau District environment. According to (Hasibuan, 2019) career development can improve employee competence through education and training. Employees who take part in education and training can increase their knowledge and skills. The results of this study are in line with research (Rialmi & Patoni, 2020) on the effect of career development on employee performance at PT Bank CIMB Niaga Pondok Indah Branch, South Jakarta which proves the results that career development has a positive effect on performance. Career development from education and training (diklat) can improve employee competence through increased knowledge. Good competence can help an organization improve its performance.

The effect of career development on job satisfaction through employee competence in the Mandau District environment

Career development is personal improvements made to achieve a career. Career development means that the organization/company/leadership has drawn up a plan in advance about the ways that need to be done to develop employee careers while working (Sutrisno, 2020).

This study shows the results that career development has a positive effect on job satisfaction through employee competence in the Mandau District environment. According to (Mangkunegara, 2019) good career development can increase employee job satisfaction because it helps employees meet organizational goals, builds positive attitudes of employees towards their work, helps employees develop themselves, provides satisfaction in carrying out work.

The results of this study are in line with research (Setiyaningrum, 2019) on career development on employee performance through job satisfaction as an intervening variable which proves the results that career development affects job satisfaction. In addition, research conducted (Edy Wiranata, 2021) on the effect of competence and compensation on job satisfaction with commitment as an intervening variable at the Kotabaru Pdam Office in South



Kalimantan which proves the results of competence has a positive effect on job satisfaction. In addition, research conducted (Edy Wiranata, 2021) on the effect of competence and compensation on job satisfaction with commitment as an intervening variable at the Kotabaru Pdam Office in South Kalimantan which proves the results of competence have a positive effect on job satisfaction. Therefore, based on the results of previous research, it can be concluded that career development has a positive effect on job satisfaction through employee competence in Mandau District.

Conclusion

The conclusions that can be drawn based on the research results are :

1. Career development has a positive and significant influence on employee job satisfaction in Mandau District. The more employee career development increases, the more employee job satisfaction increases. If employee career development decreases, employee job satisfaction will also decrease.
2. Competence has a positive and significant influence on employee job satisfaction within Mandau Subdistrict. The more employee competence increases, the more employee job satisfaction increases. If employee competence decreases, employee job satisfaction also decreases.
3. Career development has a positive and significant influence on employee competence within Mandau Subdistrict. The more employee career development increases, the more employee competence increases. If employee career development decreases, employee competence will also decrease.
4. Career development has a positive effect on job satisfaction through employee competence within Mandau Subdistrict. The more employee career development increases, the more employee job satisfaction increases through employee competence which also increases.

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