

# **The Role of Work Attachment in Mediating the Influence of Development Career Towards Employee Performance in the Office Medan Belawan District**

**Arif Budiman, Mesra B., Elfitra Desy Surya**

## **Abstract**

This study aims to analyze the influence of career development on the performance of employees with work attachment as an intervening variable in the Medan Belawan District Office. This study uses a quantitative approach with a survey method through the distribution of 51 questionnaires to employees as respondents. Purposive sampling techniques are used to determine the sample so that the data obtained is relevant to the research objectives. The data was analyzed using path analysis techniques to measure the direct and indirect influence between variables. The results of the study show that career development has a positive and significant effect on work attachment and employee performance. Work attachment also has a positive and significant effect on employee performance. Thus, work attachment plays a role as an intervening variable that mediates the influence of career development on employee performance. The results of this research are expected to be an input for management in improving employee performance through targeted career development planning, and increasing employee work attachment.

**Keywords:** Career Development, Work Attachment, Employee Performance

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2nd International Conference on the Epicentrum of Economic Global Framework (ICEEGLOF)

Theme: Navigating The Future: Business and Social Paradigms in a Transformative Era.

<https://proceeding.pancabudi.ac.id/index.php/ICEEGLOF/issue/view/9>

## **Introduction**

Public sector organizations, including District Offices, are expected to be able to provide optimal and quality public services. The achievement of good employee performance is inseparable from how the organization manages its human resources, one of which is through planned career development. Career development is an organizational effort to improve the knowledge, skills, and abilities of employees so that they can carry out their duties professionally and are ready to face work challenges (Wibowo, 2020).

According to Robbins and Judge (2022), good career development can increase motivation, loyalty, and encourage employees to work optimally. However, career development alone is not enough if employees do not have high work engagement. Work attachment describes the positive psychological condition of employees that is characterized by enthusiasm, dedication, and full absorption in work (Schaufeli & Bakker, 2010 in Dewi & Nugroho, 2021).

Recent research shows that career development has a positive effect on employee performance, both directly and through work attachment as a mediating variable. Research by Putri and Sari (2021) found that career development has an impact on improving employee performance with work attachment as a mediator for district government employees. Similarly, research by Ramadhan and Fitriani (2022) shows that employees with good career development opportunities will have higher work attachments, which ultimately improves performance. Similar results were obtained from the study Pratama and Hidayat (2023) which stated that career development encourages strong work attachment so that it has a positive impact on employee performance in the public sector.

However, at the Medan Belawan District Office, there are still problems related to employee performance, such as low productivity, lack of work morale, and limited initiatives to improve the quality of public services. This can be caused by the limited number of clear career development programs, as well as the level of employee work attachment that is not optimal.

Therefore, it is important to examine the role of work attachment in mediating the influence of career development on employee performance at the Medan Belawan District Office. This research is expected to provide input for the sub-district government in formulating effective career development strategies, as well as creating a work environment that is able to increase employee engagement to achieve optimal performance.

## **Literature Review**

### **Theoretical Framework**

#### **Employee Performance**

##### **Definition of Employee Performance**

Employee performance is the result of work achieved by an employee in carrying out his duties in accordance with the responsibilities given, and in accordance with the standards set by the organization (Wibowo, 2016).

##### **Employee Performance Indicators**

Wibowo (2016) performance includes the following indicators:

- 1) Working quantity  
The amount of work produced.
- 2) Quality of work  
The quality of the work results is according to the standards.
- 3) Timeliness  
Completion of tasks according to deadlines.
- 4) Work effectiveness  
Achieve goals with optimal use of resources.

- 5) Independence  
The ability to complete tasks without relying on others.
- 6) Work commitments  
Loyalty and responsibility to work.

## **Work Attachment**

### **Definition of Work Attachment**

Work attachment is a positive psychological condition characterized by enthusiasm, emotional involvement, and mindfulness to work. Employees who are emotionally and cognitively attached to their work will show high energy, commitment, and focus (Bakker & Albrecht, 2018).

### **Indicators of Work Attachment**

Bakker & Albrecht (2018) developed and corroborated the three main indicators of the UWES model, namely:

- 1) Vigor (Spirit)
  - High energy when working
  - Desire to put in the effort
  - Ability to survive challenges
- 2) Dedication
  - Sense of meaning and pride in work
  - Strong emotional commitment and engagement
- 3) Absorption
  - Full concentration on tasks
  - Feeling late and having difficulty getting away from work.

## **Career Development**

### **Definition of Career Development**

Career development is a process carried out by an organization to improve the abilities, competencies, and potential of employees in achieving personal career goals and organizational goals. Career development includes various programs such as training, career planning, promotion, job rotation, and coaching (Mondy, 2021).

### **Career Development Indicators according to Mondy (2021)**

- 1) Competency Development  
Through training and assignments.
- 2) Career Mobility  
Promotions or rotations
- 3) Consistency of Individual Career Plan with Organizational Goals.

## Conceptual Framework

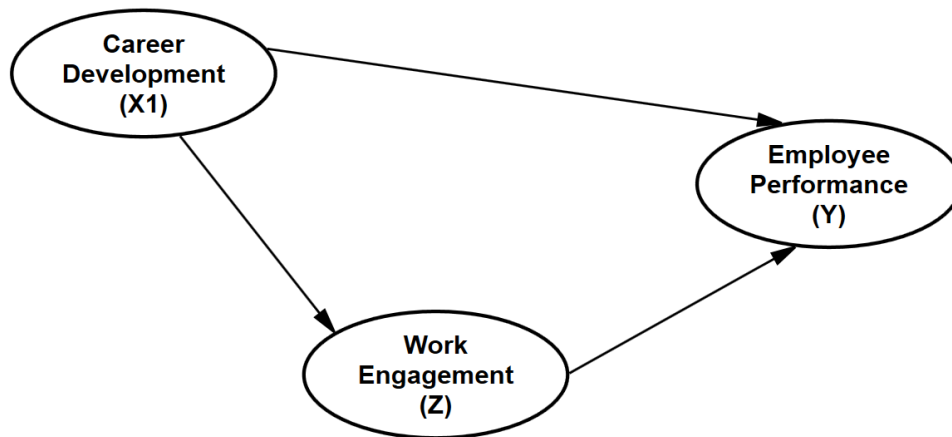


Figure 1. Research Conceptual Framework

## Research Hypothesis

- H1: Career development has a positive and significant effect on the performance of employees at the Medan Belawan Sub-district Office.
- H2: Career development has a positive and significant effect on work attachment at the Medan Belawan Sub-district Office.
- H3: Work attachment has a positive and significant effect on the performance of employees at the Medan Belawan Sub-district Office.
- H4: Career development has a positive and significant effect on employee performance through work attachment at the Medan Belawan Sub-district Office.

## Methods

### Types of Research

The type of research that the researcher uses is quantitative research. This type of quantitative research is carried out to make a study that aims to adjust a research and to analyze career development on the performance of employees with work attachment as an intervening variable in the Medan Belawan District Office.

### Research Location and Research Time

The location of the research was conducted at the Medan Belawan Sub-district Office, which is located on Jl. Cimanuk No. 3 Belawan. The research period was carried out for 3 months, from April to June 2025.

### Population and Sample

Sugiyono (2022) population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population and sample in this study are all permanent employees at the Medan Belawan Sub-district Office. The number of employees at the Medan Belawan Sub-district Office office is 51 employees and all of them are civil servants.

### Research Data Sources

The data source used in this study is primary data.

## Result and Discussion

### Outer Model Analysis

The *Outer Model* analysis using the *PLS Algorithm* yielded:

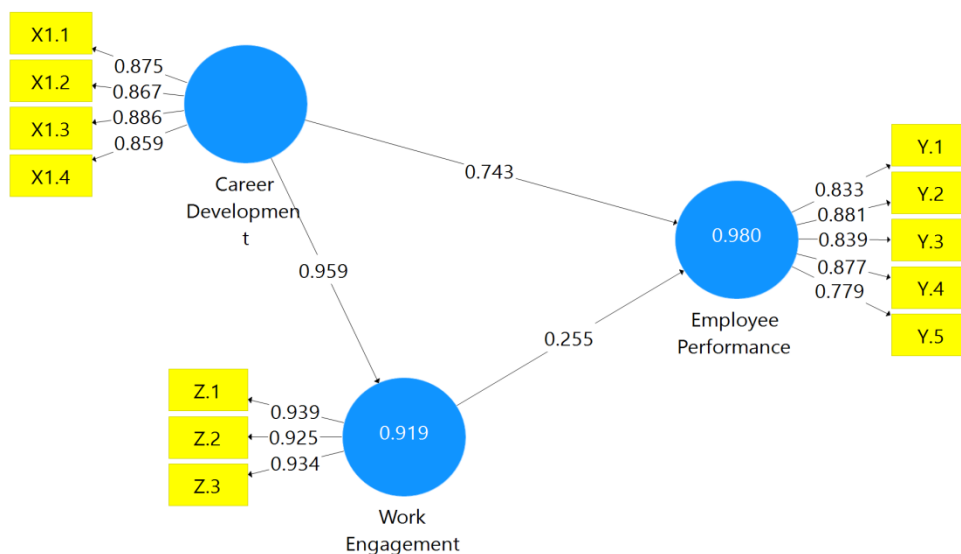
#### Validity Test

**Table 1. Value of Outer Loadings**

	Career Development	Employee Performance	Work Commitment
X1.1	0,875		
X1.2	0,867		
X1.3	0,886		
X1.4	0,859		
Y.1		0,833	
Y.2		0,881	
Y.3		0,839	
Y.4		0,877	
Y.5		0,779	
Z.1			0,939
Z.2			0,925
Z.3			0,934

Source: PLS Smart Output, 2025

Based on the values in Table 1 above, showing the results of the outer model test through the loading factor / outer loadings value, all indicators in each variable have a loading value  $\geq 0.70$ . This shows that each indicator is able to represent a measured construct validly and robustly. Therefore, it can be concluded that all items in the questionnaire have met the criteria of convergent validity and can be used in subsequent analysis. For more details on the above value, you can also see the following figure.



**Figure 1. Outer Loudings**

## Reliability Test

**Table 2. Construct Reliability and Validity Test**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Career Development	0,895	0,895	0,927	0,760
Employee Performance	0,897	0,900	0,924	0,710
Work Commitment	0,925	0,926	0,952	0,870

Source: PLS Smart Output, 2025

From Table 2 above, the reliability test results show that Cronbach's Alpha and Composite Reliability values on all constructs have values above 0.70. This shows that all indicators have high internal consistency and are reliable in measuring their respective constructs. So that the research instrument is declared reliable and feasible to be used in testing structural models.

## Structural Model Testing (Inner Model)

Internal testing of the model was carried out to see the relationship between the construct, significance value and R-square of the research model. The structural model is evaluated by using R-square for dependent constructs.

## Coefficient of Determination (R<sup>2</sup>)

In assessing a model with PLS it starts by looking at the R-square for each dependent latent variable. The table below is the result of Rsquare estimation using SmartPLS.

**Table 3. R Square Results**

	R Square	R Square Adjusted
Work Commitment	0,919	0,917
Employee Performance	0,980	0,979

Source: Smart PLS, 2025

In table 3, there is an R square value in both dependent variables for the work attachment variable, there is an R square value of 0.919, meaning that the influence of career development is 0.919 or 91.9%, the rest is in other variables outside the model. The R square value of employee performance is 0.980, meaning that career development and work attachment are 0.980 or 98%, the rest is in other variables outside the model.

## Hypothesis Testing

### Direct Influence Between Variables

The direct influence between variables can be seen in the value of *path coefficients*. The results of the data processing show the value of direct influence can be seen in the following table.

**Table 4. Path Coefficients (Direct Influence)**

	Original Sample	T Statistics	P Values	Conclusion
Career Development -> Employee Performance	0,743	7,922	0,000	Accepted
Career Development -> Work Engagement	0,959	51,361	0,000	Accepted
Work Engagement -> Employee Performance	0,255	2,656	0,008	Accepted

Source: PLS Smart Output, 2025

In the results of Table 4, there is a direct influence value which will be explained as follows:

1. Career development has a positive and significant effect on employee performance with a t-statistical value of 7.922 above 1.96 and a significance of 0.000 below 0.05, meaning that career development has a positive and significant effect on employee performance because the significance value is below 0.05. The results of this study are in accordance with the results of previous research, namely career development has a positive and significant effect on employee performance (Arismunandar & Khair, 2020).
2. Career development has a positive and significant effect on work attachment with a t-statistical value of 51.361 above 1.96 and a significance of 0.000 below 0.05, meaning that career development has a positive and significant effect on work attachment because the significance value is below 0.05. This research is in accordance with research that states that career development has a positive and significant effect on work relationships (Susanto, 2023).
3. Work attachment has a positive and significant effect on employee performance with a t-statistical value of 2.656 above 1.96 and a significance of 0.008 below 0.05, meaning that work attachment has a positive and significant effect on employee performance because the significance value is below 0.05. The results of this study are in accordance with the results of the previous research, namely Employees with a T-Statistical Score of 4.094 above 1.96 and Significance 0.000 below 0.05 means that work motivation has a positive and significant effect on employee performance because the significance value is below 0.05. Research by Febriani (2023) also states that work attachment has a positive and significant effect on employee performance.

### **Indirect Influence Between Variables**

The indirect influence between variables can be seen in the value of *specific indirect effects*. The results of data processing show the value of indirect influence can be seen in Table 5 below.

**Table 5. *Specific Indirect Effects***

	Original Sample	T Statistics	P Values	Conclusion
Career Development -> Work Engagement -> Employee Performance	0,244	2,620	0,009	Accepted

Source: Smart PLS, 2025

In table 5, there is an indirect influence between variables which will be explained as follows:

Career development has a positive and significant effect on employee performance through work attachment with a t-statistical value of 2.620 and a significance value of 0.009, meaning that work attachment plays an intervening variable between career development and employee performance.

### **Conclusion**

1. Career development has a positive and significant effect on the performance of employees at the Medan Belawan Sub-district Office.
2. Career development has a positive and significant effect on work attachment at the Medan Belawan Sub-district Office.
3. Work attachment has a positive and significant effect on the performance of employees at the Medan Belawan Sub-district Office.
4. Career development has a positive and significant effect on employee performance through work attachment at the Medan Belawan Sub-district Office.

### **Suggestion**

1. In the career development variable, it turns out that the indicator that has the lowest value is the statement "I was given the opportunity to take part in training to improve competence". Agencies need to optimize the effectiveness of training programs by ensuring the suitability between competency needs and training materials, as well as conducting post-training evaluations to ensure that training results are applied in the workplace.
2. For work attachment with the statement "I feel proud and have a high dedication to my work". Agencies need to maintain and strengthen employee pride and dedication by creating a positive, appreciative work culture, and providing space for employee self-actualization.
3. Employee performance with the statement "I always get work done on time". Agencies need to appreciate and support employees who are time disciplined, and make time management practices an organizational work culture through training, an effective monitoring system, and a proportional division of tasks.

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