

Employee Performance Optimalization Through Career

Imelda Tomusari Margaretha Silaban, M. Toyib Daulay, Saimara A.M Sebayang

Abstract

This study aims to examine the effect of competence and job analysis on employee performance with career development as an intervening variable at the Department of Education and Culture Office of Medan City. This research employs a quantitative approach with an associative research design. The population consists of all employees of the Department of Education and Culture Office of Medan City totaling 133 people, and the entire population is used as the sample through a saturated sampling (census) technique. Data were collected through questionnaires, observation, and documentation, while data analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with the assistance of SmartPLS software. The results show that: (1) competence has a positive and significant effect on career development and employee performance, (2) job analysis has a positive and significant effect on career development and employee performance, and (3) career development acts as a mediating variable that strengthens the effect of competence and job analysis on employee performance. Based on these findings, it is recommended that management improve employee competence and the quality of job analysis, as well as optimize career development programs to enhance overall employee performance.

Keywords: *Competence, Job Analysis, Career Development, Employee Performance*

Imelda Tomusari Margaretha Silaban¹

¹Management, Universitas Pembangunan Panca Budi, Indonesia

e-mail: pnfmedan2025@gmail.com¹

M. Toyib Daulay², Saimara A.M Sebayang³

^{2,3}Management, Universitas Pembangunan Panca Budi, Indonesia

e-mail: boboy_daulay@yahoo.com², saimarasebayang@dosen.pancabudi.ac.id³

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Introduction

The implementation of effective and quality governance is largely determined by the performance of the state civil apparatus (ASN) as public policy implementers. In the context of regional autonomy, local governments have broad authority in managing governmental affairs, including education and culture. Therefore, the quality of human resources in government agencies is a strategic factor in determining the success of development programs. The Department of Education and Culture of Medan City is a regional apparatus that has a great responsibility in formulating and implementing policies in the field of education and culture in Medan City. This agency plays a role in managing elementary and secondary schools, improving the quality of educators and education personnel, preserving regional culture, and supervising the implementation of minimum service standards for education. The complexity of these tasks demands employees who possess high competence, a clear understanding of positions, and a structured career development system.

However, in practice, improving employee performance in the public sector still faces various challenges. A phenomenon often found in the regional bureaucracy environment is that employee performance is not yet optimal, characterized by delays in completing work, a lack of innovation in public services, and not yet achieving maximum organizational performance targets. This condition indicates that there are internal organizational factors that have not been managed optimally, particularly those related to competence and job management. Competence is a combination of knowledge, skills, abilities, and attitudes possessed by employees in carrying out their duties. In the context of local government, employee competence greatly determines the quality of public services. However, the phenomenon that occurs shows that there are still employees who do not fully possess the competence required by their positions. Some employees are placed in positions that are less relevant to their educational background or expertise. As a result, work effectiveness decreases and work outcomes are not optimal. This mismatch between competence and job demands can hinder the achievement of the organization's vision and mission.

Besides competence, job analysis is also an important aspect of human resource management. Job analysis functions to systematically identify job descriptions, responsibilities, authorities, and job requirements. Through a good job analysis, the organization can ensure that every employee understands their duties and responsibilities clearly. However, a phenomenon that often arises in government agencies is the lack of comprehensive implementation of job analysis. This can lead to overlapping work, unclear division of tasks, and an imbalance in workload among employees. These conditions have the potential to cause internal conflicts, reduce work motivation, and result in low employee performance.

On the other hand, the career development system is also an important issue in government bureaucracy. A career in the public sector is not only related to rank or position increases but also reflects appreciation for employee competence and performance. The developing phenomenon shows that some employees still view career paths as not fully based on competence and work performance, but rather influenced by seniority factors or other administrative considerations. Such perceptions can reduce employee morale and motivation to improve performance. Conversely, if career development is carried out transparently, objectively, and based on a merit system, employees will be encouraged to improve competence and demonstrate better performance.

Conceptually, high competence will increase an individual's ability to complete tasks according to established standards. Appropriate job analysis will create a match between job demands and employee abilities (person-job fit). This suitability ultimately opens up opportunities for clearer and more directed career development. Employees who have good career prospects tend to show higher commitment and performance. Thus, career is thought to act as an intervening variable that mediates the influence of competence and job analysis on employee performance. If employee competence matches job demands and is supported by systematic job analysis, career development opportunities will be more open. Conversely, if

competence is low and job analysis does not run optimally, career development becomes hampered and impacts declining performance. Therefore, the relationship between competence, job analysis, career, and employee performance is important to study empirically. Based on these phenomena, research on The Influence of Competence and Job Analysis on Employee Performance with Career as an Intervening Variable at the Department of Education and Culture of Medan City is relevant and important to conduct. This research is expected to provide a theoretical contribution to the development of public sector human resource management science, particularly regarding the integration of competence, job management, and career development in improving employee performance. Practically, the results of this research are expected to serve as evaluation material and recommendations for agency leaders in designing more effective human resource management policies, based on competence, supported by accurate job analysis, and a fair and transparent career development system to encourage sustainable employee performance improvement.

Literature Review

Employee Performance

According to Kasmir (2019), performance is the work results and work behavior that a person has achieved in completing assigned tasks and responsibilities within a certain period. According to Afandi (2019), employee performance is the work results achieved by a person or group within an organization according to their authority and responsibility in order to achieve organizational goals effectively and in accordance with regulations.

Employee Performance Indicators (Kasmir, 2019)

1. Quality Shows the level of accuracy, neatness, and quality of work results produced by employees according to the standards set by the organization.
2. Quantity Describes the amount of work that can be completed in a certain period compared to the predetermined target.
3. Timeliness Measures the employee's ability to complete tasks according to the specified deadline.
4. Effectiveness Relates to the ability to use resources (time, money, energy) optimally to achieve work results.
5. Independence Shows the employee's ability to carry out tasks without depending too much on others.
6. Work Commitment Reflects the level of responsibility and seriousness of the employee in carrying out their duties.

Competence

According to Edison, Anwar, and Komariyah (2019), competence is an individual's ability consisting of knowledge, skills, and attitudes needed to perform work effectively. According to Sutrisno (2020), competence is a basic characteristic of an individual that relates to the ability to produce superior performance in a job.

Competence Indicators (Edison et al., 2019)

1. Knowledge The level of employee understanding of the tasks, work procedures, and work field that is their responsibility.
2. Skill Technical and non-technical abilities possessed by employees in completing work effectively.
3. Attitude Positive behavior, responsibility, and work ethics demonstrated by employees in carrying out tasks.
4. Work Values Principles and moral standards that guide employees in working, such as discipline and integrity.
5. Work Motivation Internal drive within the employee to achieve optimal work results.

Job Analysis

According to Priansa (2019), job analysis is a systematic process to collect and process information regarding the duties, responsibilities, and requirements of a position. According to Sinambela (2020), job analysis is an activity to determine in detail the duties, functions, responsibilities, and qualifications required in a position.

Job Analysis Indicators (Priansa, 2019)

1. Job Description A written explanation of the duties and responsibilities that must be carried out by the job holder.
2. Job Specification Requirements that must be met by employees, such as education, experience, and skills.
3. Job Competency Standards Criteria for abilities that must be possessed to perform a position effectively.
4. Job Responsibility The form of obligations that must be fulfilled by the job holder for the tasks entrusted to them.
5. Job Authority The rights or powers granted to employees to make decisions within the scope of their work.

Career

According to Handoko (2019), a career is all the work handled or held during a person's working life. According to Mangkunegara (2020), career development is an organizational activity in helping employees plan and advance their career paths so that optimal development is achieved.

Career Indicators (Mangkunegara, 2020)

1. Career Planning The process of formulating goals and steps taken by employees to achieve a certain career path.
2. Career Development The organization's efforts to improve employee abilities through training and coaching.
3. Promotion Opportunities Opportunities given to employees to occupy higher positions.
4. Education and Training Competency improvement programs that support employee career advancement.
5. Job Mutation and Rotation Job transfers aimed at broadening work experience and supporting career development.

Research Methodology

This study uses a quantitative approach with a causal associative method, which is research aimed at determining the influence between variables (Sugiyono, 2019). A quantitative approach is used because the research data is in the form of numbers and analyzed using statistics. This study analyzes the influence of competence and job analysis on employee performance with career as an intervening variable at the Department of Education and Culture of Medan City.

According to Sugiyono (2019), the population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this study was all employees at the Department of Education and Culture of Medan City, totaling 133 people. According to Sugiyono (2019), the sample is a part of the number and characteristics possessed by the population. The sampling technique used saturated sampling, which is a sample determination technique when all members of the population are used as samples. Because the total population is only 133 employees, the entire population was used as the sample, so the number of research samples was 133 respondents.

This study uses the Partial Least Square (PLS) method with the help of SmartPLS software. According to Ghozali (2019), PLS is a variance-based Structural Equation Modeling (SEM) analysis method used to test relationships between latent constructs simultaneously, both direct and indirect (intervening) relationships. This method was chosen because it is capable of analyzing complex research models with a relatively small sample size and does not require strict data normality assumptions.

The analysis stages in SmartPLS include:

- a. Evaluation of the Measurement Model (Outer Model)
 1. Convergent Validity, Seen from loading factor values (>0.70) and Average Variance Extracted ($AVE >0.50$).
 2. Discriminant Validity, Seen from the Fornell-Larcker Criterion and cross-loading values.
 3. Reliability, Seen from Composite Reliability values (>0.70) and Cronbach's Alpha (>0.70).
- b. Evaluation of the Structural Model (Inner Model)
 1. R-Square (R^2) Test, To see the ability of independent variables to explain the dependent variable.
 2. Path Coefficient Test (Bootstrapping), To determine the significance of the effect between variables by looking at the t-statistic (>1.96) and p-value (<0.05).
 3. Mediation Effect Test (Indirect Effect), To see the role of the intervening variable in mediating the relationship between the independent variable and the dependent variable.

Results

Outer Model Analysis

Testing the measurement model, or the outer model, can be used to specifically determine the relationship between latent variables and manifest variables. This test has convergent, discriminant, and reliable properties.

Convergent Validity

A measurement model with convergent validity of reflective indicators is indicated by the relationship between the item/indicator score and the construct score. During the research development stage, it is permissible to use indicators with individual correlation values higher than 0.7. The structural model of the research is shown in the following figure:

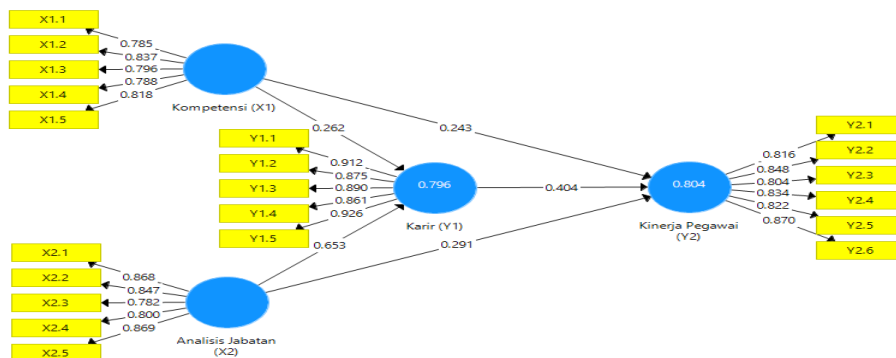


Figure 1. Outer Model

Table 1. Outer Loadings

	Job Analysis (X2)	Career (Y1)	Employee Performance (Y2)	Competence (X1)
X1.1				0,785
X1.2				0,837
X1.3				0,796
X1.4				0,788
X1.5				0,818

X2.1	0,868			
X2.2	0,847			
X2.3	0,782			
X2.4	0,800			
X2.5	0,869			
Y2.1			0,816	
Y2.2			0,848	
Y2.3			0,804	
Y2.4			0,834	
Y2.5			0,822	
Y2.6			0,870	
Y1.1		0,912		
Y1.2		0,875		
Y1.3		0,890		
Y1.4		0,861		
Y1.5		0,926		

Source : Output Smart PLS 3.3.3

Based on Table 1 regarding outer loadings, it can be seen that all indicators for each variable have loading values above 0.70. Indicators for the Competence variable (X1) have loading values between 0.785--0.837, the Job Analysis variable (X2) ranges between 0.782--0.869, the Employee Performance variable (Y2) between 0.804--0.870, and the Career Development variable (Y1) between 0.861--0.926. This shows that all indicators have met the convergent validity criteria, so it can be concluded that the indicators used in this study are valid and able to measure each variable well.

Discriminat Validity

The research subsequently evaluated data validity by applying Discriminant Validity. The purpose of this examination is to ensure whether the cross-loading values are higher than those of different latent variables, to determine which indicators have a strong relationship with the intended construct. The table below illustrates the cross-loading results of the validity assessment:

Table 2. Discriminant Validity

	Job Analysis (X2)	Career (Y1)	Employee Performance (Y2)	Competence (X1)
X1.1	0,659	0,648	0,625	0,785
X1.2	0,662	0,677	0,706	0,837
X1.3	0,702	0,709	0,697	0,796
X1.4	0,725	0,670	0,661	0,788
X1.5	0,801	0,662	0,681	0,818
X2.1	0,868	0,764	0,741	0,809
X2.2	0,847	0,863	0,835	0,789
X2.3	0,782	0,691	0,659	0,648
X2.4	0,800	0,659	0,586	0,667
X2.5	0,869	0,674	0,738	0,741
Y2.1	0,616	0,669	0,816	0,626
Y2.2	0,666	0,674	0,848	0,647
Y2.3	0,692	0,612	0,804	0,665

Y2.4	0,725	0,686	0,834	0,768
Y2.5	0,765	0,799	0,822	0,709
Y2.6	0,815	0,844	0,870	0,753
Y1.1	0,868	0,912	0,790	0,778
Y1.2	0,773	0,875	0,728	0,674
Y1.3	0,738	0,890	0,764	0,760
Y1.4	0,720	0,861	0,753	0,749
Y1.5	0,837	0,926	0,823	0,773

Source : Output Smart PLS 3.3.3

Based on Table 2 regarding discriminant validity, it can be seen that the loading value of each indicator on its own variable is higher than its correlation value with other variables. This can be seen in all indicators, both for the Competence (X1), Job Analysis (X2), Employee Performance (Y2), and Career Development (Y1) variables, which show the highest value being on the measured construct. Thus, it can be concluded that the research model has met the discriminant validity criteria, so that each variable has a clear difference and the indicators are able to distinguish one construct from another well.

Composite reliability

In evaluating composite reliability, the reliability value of each variable is examined. A variable is considered reliable if its value exceeds 0.60. Conversely, if the value is below 0.60 but remains above 0.7, it is classified as unreliable. Various criteria are used to evaluate the reliability and validity of a study, including Cronbach's alpha values, composite reliability, and AVE values, as illustrated in the following table:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Analysis (X2)	0,890	0,919	0,695
Career (Y1)	0,936	0,952	0,797
Employee Performance (Y2)	0,911	0,931	0,693
Competence (X1)	0,864	0,902	0,648

Source : Output Smart PLS 3.3.3

Based on Table 3 regarding construct reliability and validity, it can be seen that all variables have Cronbach's Alpha values above 0.70 and Composite Reliability values above 0.70, thus indicating that the research instrument is reliable. Additionally, the Average Variance Extracted (AVE) value for each variable is also above 0.50, which means it has met the convergent validity criteria. Therefore, it can be concluded that all constructs in this study have a good level of reliability and validity, so they are suitable for further analysis.

Inner Model Analysis

The inner model is assessed to verify the strength and accuracy of the basic model. Various indicators can be used to determine the stages of the main model evaluation process, including:

1. Coefficient of Determination (R²)

From the analysis conducted using SmartPLS 3.0, the R-Square values were determined as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
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Career (Y1)	0,796	0,791
Employee Performance (Y2)	0,804	0,798

Source : Output Smart PLS 3.3.3

Based on Table 4 regarding the R Square results, the R Square value for the Career Development variable (Y1) is 0.796 with an Adjusted R Square of 0.791, while for the Employee Performance variable (Y2) the R Square value is 0.804 with an Adjusted R Square of 0.798. This shows that the independent variables studied are able to explain 79.6% of the variation in Career Development and 80.4% of the variation in Employee Performance, while the rest is explained by other factors outside the research model. In other words, the research model has a fairly strong predictive ability.

Hypothesis Testing

After the inner model is established, the next step is to analyze the relationship between the constructs and the hypotheses in this scenario. This analysis is conducted by evaluating the T-statistic and P-values. The test examines whether the T-statistic exceeds 1.96 and whether the P-value is below 0.05. The following are the findings of the direct effect path coefficients.

Table 5. Direct Hypothesis Results

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Job Analysis (X2) -> Career (Y1)	0,653	7,617	0,000	Accepted
Job Analysis (X2) -> Employee Performance (Y2)	0,291	2,391	0,009	Accepted
Career (Y1) -> Employee Performance (Y2)	0,404	3,693	0,000	Accepted
Competence (X1) -> Career (Y1)	0,262	3,057	0,001	Accepted
Competence (X1) -> Employee Performance (Y2)	0,243	2,325	0,010	Accepted

Source : Output Smart PLS 3.3.3

1. The original sample (O) value of 0.653 with a t-statistic of 7.617 and p-value of 0.000 indicates a significant effect. This means Job Analysis has a positive and significant effect on Career Development, thus the hypothesis is accepted.
2. The original sample (O) value of 0.291 with a t-statistic of 2.391 and p-value of 0.009 indicates a significant effect. Thus, Job Analysis has a positive effect on Employee Performance, so the hypothesis is accepted.
3. The original sample (O) value of 0.404 with a t-statistic of 3.693 and p-value of 0.000 indicates a significant effect. This indicates that Career Development has a positive effect on Employee Performance, so the hypothesis is accepted.
4. The original sample (O) value of 0.262 with a t-statistic of 3.057 and p-value of 0.001 indicates a significant effect. Thus, Competence has a positive effect on Career Development, and the hypothesis is accepted.
5. The original sample (O) value of 0.243 with a t-statistic of 2.325 and p-value of 0.010 indicates a significant effect. This shows that Competence has a positive effect on Employee Performance, so the hypothesis is accepted.

Table 6. Indirect Hypothesis Results

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Job Analysis (X2) -> Career (Y1) -> Employee Performance (Y2)	0,264	3,577	0,000	Accepted

Competence (X1) -> Career (Y1) -> Employee Performance (Y2)	0,106	2,086	0,019	Accepted
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Source : Output Smart PLS 3.3.3

1. The original sample (O) value of 0.264 with a t-statistic of 3.577 and p-value of 0.000 indicates a significant effect. This means Job Analysis has a positive indirect effect on Employee Performance through Career Development, thus the hypothesis is accepted.
2. The original sample (O) value of 0.106 with a t-statistic of 2.086 and p-value of 0.019 indicates a significant effect. Thus, Competence has a positive indirect effect on Employee Performance through Career Development, so the hypothesis is accepted

Conclusion

1. Job Analysis has a positive and significant effect on Career Development. This shows that the better the implementation of Job Analysis, the higher the career development perceived by employees.
2. Job Analysis has a positive effect on Employee Performance. This means that improvements in Job Analysis can directly improve employee performance.
3. Career Development has a positive effect on Employee Performance. In other words, increasing employee career development has an impact on improving performance.
4. Employee competence has a positive effect on Career Development. Employees who have higher competence tend to experience better career development.
5. Employee competence has a positive effect on Employee Performance. This indicates that increasing competence will have a direct impact on employee performance.
6. Job Analysis has a positive indirect effect on Employee Performance through Career Development. This means that career development acts as a mediator that strengthens the influence of Job Analysis on performance.
7. Competence also has a positive indirect effect on Employee Performance through Career Development. This shows that career development is an important pathway for competence to improve employee performance.

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