

THE EFFECT OF HR MANAGEMENT AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE IN THE EDUCATION OFFICE AND THE CULTURE OF PADANG PANJANG CITY

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Abstract. *The Education and Culture Office of Padang Panjang City is a government agency responsible for all matters related to education in its area, tasked with carrying out government affairs in the field of education based on the principle of autonomy and assistance duties, and carrying out other tasks related to education. To improve service and employee satisfaction, agencies must have good management, which includes improved HR management and better career development programs. Effective HR management is needed in encouraging employee performance improvement but also needs to be supported by paying attention to employee job satisfaction. Therefore, the purpose of this study is to find out how the influence of HR management and career development on employee performance through job satisfaction as an intervening variable, the number of samples in this study was 41 respondents using the Smart PLS 3 analysis tool and data collection techniques in this study with the distribution of questionnaires using the Likert scale. The results of this study show that the most dominant variable, namely HR management, affects job satisfaction positively and significantly, if human resource management is done correctly, job satisfaction will also increase. In addition, job satisfaction has a positive and significant effect on employee performance, this shows that if employees feel happy and satisfied in carrying out their work, then employees can perform better. The most dominant indirect influence is that HR management has a positive and significant effect on employee performance through job satisfaction.*

Keywords: *HR Management, Career Development, Employee Performance, Job Satisfaction*

Introduction

Every organization definitely needs trustworthy human resources to do the tasks charged, because human resources keep an important position in the life of an organization. Not only in the organization of an enterprise, but also in the organization of government agencies. Human resources are the most important in a company where employees give their energy, talent, creativity, and effort to the company. Therefore, people are the company's assets. Human resources greatly determine the success of an organization to carry out all activities and help the organization in competitive competition so that the organization is more developed. Employee performance is a key factor in achieving organizational goals. Organizations that have high-performing employees are more successful in achieving sustainability and long-term growth for their organizations. One way to improve employee performance, including by paying attention to policies in HR management and employee career development. In addition, job satisfaction also plays an important role in an organization to see the relationship between HR management, career development, and employee performance. This phenomenon is of great concern in the context of this study because it bridges the relationship between HR management, career development, and employee performance.

According to **(Price, 2022)** Human resource management is one of the most important aspects in the company. Therefore, functions in human resource management must be carried out optimally so that company goals are easily achieved. According to **(Malayu Hasibuan 2019)** HR management is the science and art of directing the relationship and role of the workforce to effectively and efficiently help the implementation of the goals of an organization.

According to **(Nursaumi, Mulia, and Sunarya, 2022)** Defining career development is something that indicates the improvement of a person's status in an organization in a career path that has been determined in the organization concerned. According to **(Julizar, Sarboni, and Mariati, 2020)** Career development is the process of identifying employees' career potential, as well as applying appropriate ways to develop potential.

According to **Putra & Fernos (2019)** Performance is "the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to **Sunarsi et al. (2019)** Performance is a function of motivation and the ability to complete a task or job. A person should have a certain degree of willingness and level of ability.

According to **(Yumhi, 2021)** Job satisfaction is an employee's attitude or feeling towards pleasant or unpleasant aspects about the job that are in accordance with the assessment of each worker. In other words, job satisfaction is a pleasant or emotionally positive condition that comes from a person's assessment of his job or experience of the job.

The reasons for this research are: 1) the first reason is because several phenomena related to human resources were found in the agency, thus making researchers interested in conducting this research. Related to HR management that has not been maximized and still needs to be considered, where it is still necessary to improve the quality and quantity of employees so that organizational goals can run smoothly, such as providing training, coaching, and appreciation to employees. In addition, career development is also not optimal, for example employee career development programs that have not been maximized so that career development programs in agencies need to be improved and arranged better, career development is very important because it can improve employee

performance and overall agency productivity. However, the lack of optimal HR Management and Career Development can certainly affect Employee Performance. (2) The second reason is the inconsistency with the results of previous studies. Results of research conducted by **Utama, Kirana, and Subianto (2021)** states that career development has a positive and significant effect on employee performance. (3) The third reason is because researchers want to know how much influence HR management and career development have on employee performance through job satisfaction. Another reason is to broaden horizons and increase knowledge about HR management and career development on employee performance through work fit.

Table 1.1
Achievement of Regional Equipment Service Performance of the Education and Culture Office of West Sumatra Province, Padang Panjang City

Performance Indicators according to Regional Device Tasks and Functions	Regional Device Strategic Plan Target			Realization of Achievements			Achievement Ratio		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
(1)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
APK SD/MI/Package A	110,91	112,91	114,9	107	108	105	96,16	95,87	91,77
APM SD/MI/Paket A	97,70	98,54	99,41	96,7	99,6	99	98,96	101,08	99,62
APK/SMP/MTS/PackageB	103,57	104,23	104,9	108	102	95,1	103,79	98,07	90,62
APM/SMP/MTS/PackageB	83,7	84,07	85,7	81,4	79,6	79,3	97,19	94,72	92,49
Cultural actors play an active role in preserving culture in institutions	150	200	250	2580	200	518	1720	100	207,20

Source: :Dinas Education and Culture of Padang Panjang City

From the table above, it can be seen that the realization of employee performance at the Education and Culture Office of Padang Panjang City is still not optimal because the achievement value of work activities still exists that has not reached the target that has been set. In the APK SD/MI/Package A indicator for 2020, the average achievement is 96.16%. While

In 2021, the achievement ratio was 95.87%. Furthermore, in 2022, the achievement ratio decreased from the previous year, which was 91.77%. In the second Performance

Indicator, namely APM SD/MI/Package A in 2020, the achievement ratio is 98.96%. Meanwhile, in 2021, the achievement ratio increased by 101.08%. Then in 2022, the achievement ratio is 99.62%. In the third Performance Indicator, namely APK SMP/MTS/Package B in 2020, the achievement ratio is 103.79%. Meanwhile, in 2021, the achievement ratio was 98.07%. Furthermore, in 2022, the achievement ratio decreased from the previous year, which was 90.62%. In the Fourth Performance Indicator, namely APM SMP/MTS/Package B in 2020, the achievement ratio was 97.19%. Meanwhile, in 2021, the achievement ratio was 94.72%. Furthermore, in 2022, the achievement ratio is 92.49%. In the fifth Performance Indicator, namely cultural actors play an active role in preserving culture in institutions, in 2020 the achievement ratio is 1720. The achievement ratio is 100%. Furthermore, in 2022, the achievement ratio is 207.20%.

The reason for this research conducted at the Education and Culture Office of Padang Panjang City is that there are problems that occur, namely the decline in employee performance can be seen from the frequent procrastination of employees, so that new and old jobs accumulate. With the conduct of research at this institution, it is hoped that later the results of the research can be the basis for decision making that will be carried out by the agency, especially in an effort to support the development of its human resources, so that later human resources in this institution can be maximized, as well as to find out the extent of the relationship between HR management, career development, employee performance and job satisfaction in this institution.

Management is one branch of economics that plays an important role in the successful management of an organization or company. The application of management in the company can increase the effectiveness and efficiency of company or organizational resources so that it can achieve better results. The basic theory used in this study is to use the theory of Human Resource Management (HRM), where this theory focuses on the role of human resources in achieving organizational goals. Good HR management and good career development can be considered as HRM (human Resource Management) strategies in improving employee performance and job satisfaction. Previous research conducted by **(Islamic Katto & Pratama, 2023)** shows that HR management has a positive effect on employee job satisfaction. Research conducted by **(Rulianti & Nurlilah, 2020)** which states that career development has a positive and significant influence on job satisfaction. If HR management and career development increase, employee performance and employee job satisfaction will also increase, and vice versa if HR management and career development decrease, employee performance and employee job satisfaction will also decrease.

Based on the factors and results of previous research described above, it needs to be a concern for an agency to further improve in the face of competition in this era of increasingly sophisticated and developing technology, where almost everyone carries out their activities using the internet to get clear and accurate information. This study aims to determine and analyze the effect of HR management and career development on employee performance with job satisfaction as an intervening variable. From the results of the problems described above and based on the research gap found in previous research, the author is interested in researching more deeply about "The Effect of HR Management, Career Development on Employee Performance with Job Satisfaction as an intervening variable at the Education and Culture Office of the city of Padang Panjang".

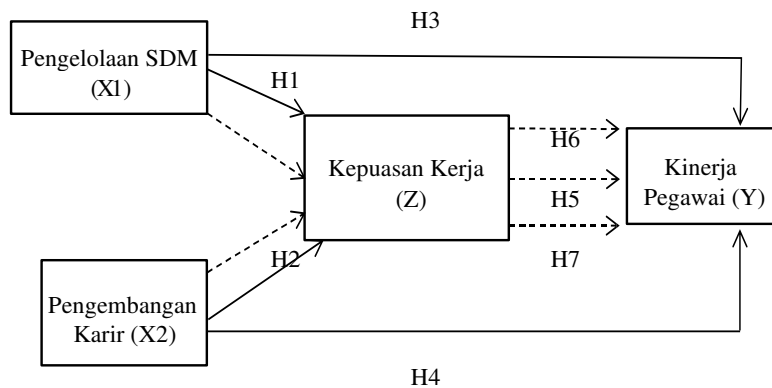


Figure 1.1 Mindset

Research Methodology

This research methodology uses descriptive and quantitative approaches to investigate the relationship between HR Management (X1) and Career Development (X2) as an independent variable, Employee Performance (Y) as a dependent variable, and Job Satisfaction (Z) as an intervening variable at the Education and Culture Office of Padang Panjang city. The study population consisted of 41 employees, and the total sampling technique was used to select the entire population as a sample. The research instrument used the Likert scale, and data were collected through field research involving observation, interviews, and completion of questionnaires. Data analysis was performed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS), allowing for evaluation of measurements and structural models.

Results and Discussion

Validity Test

The results of valid tests through the SmarPLS 3.0 program were found to be valid if the scores from the incorrect indicators showed that the indicators were valid > 0.5 . It was concluded that the valid indicators were valid indicators. Based on the results of testing the outer model using SmartPLS, the correlation values between the research variable statement items were obtained as follows:

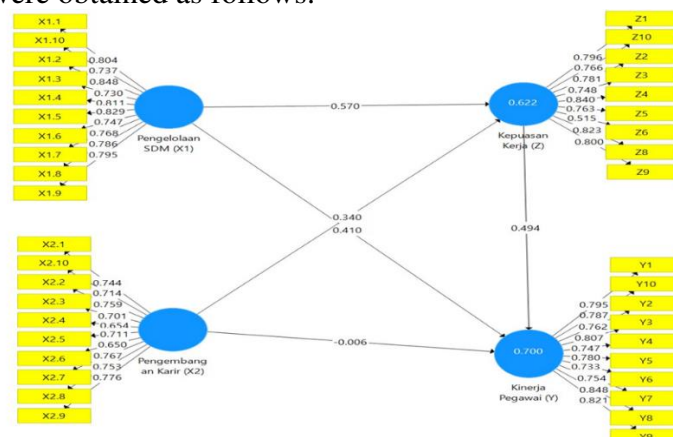


Figure 4.1
Outer loadings after elimination

Based on the figure above it can be seen that the value of each indicator or value *convergent validity* Sudalh is above 0.50 because it has been eliminated before, so there are no indicators that need to be eliminated again because all indicators already have values above 0.50 (Ghozali and Latan, 2019).

Reliability test

After knowing the level of validity of the data, the next step is to find out the level of reliability of the data or the level of reliability of each construct or variable. This assessment is by looking at the composite reliability value and Cronbach alpha value. The value of a construct is said to be reliable if it provides a Cronbach alpha value > 0.70.

Table 4.2 Nilai *Reliability* and *validity*

Construct (Variable)	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
HR Management (X1)	0,931	0,934	0,942	0,618
Career Development (X2)	0,901	0,912	0,917	0,525
Employee Performance (Y)	0,930	0,934	0,941	0,615
Job Satisfaction (Z)	0,909	0,921	0,926	0,584

Source: Outer Model Test Results

Based on the data above, the composite reliability value and Crombach alpha value for each construct or variable have been found to be greater than 0.70. Thus it can also be concluded that the level of data reliability has returned or is reliable.

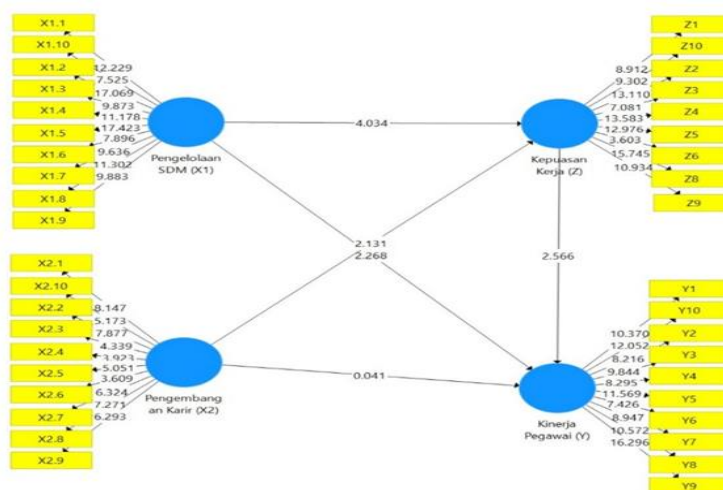


Figure 4.2
Structural/Inner Model

Inner model testing

The next testing process is the testing of the inner model or structural model which aims to determine the relationship between constructs as hypothesized. The structural model is evaluated by taking into account the R-Square value for the endogenous

construct/dependent variable of the influence it receives from the exogenous construct/independent variable. Here is the estimasi *R-Square* :

Variable	<i>R Square</i>	<i>R Square Adjusted</i>
Job Satisfaction (Z)	0,622	0,602
Employee Performance (Y)	0,700	0,676

Sambar: Hasil Uji Inner Model

Based on the table above, it can be seen that the R-square value for the job satisfaction variable is 0.662, which means that 62.2% of the job satisfaction variable is influenced by the variables of HR management and career development, while the remaining 37.8% is influenced by other variables outside this study. Then the R-square value for employee performance variables is 0.700 which means that 70.0% of employee performance variables are influenced by HR management and career development variables, and job satisfaction, while the remaining 30.0% is influenced by other variables that were not studied in this study.

Uji hypoplant

Hypothesis testing aims to answer the problems in this study, namely the influence of certain exogenous latent constructs with certain endogenous latent constructs either directly or indirectly through intervening variables. Hypothesis testing in this study, can be judged from the magnitude of the t-statistic or t-count value compared to the t-table 1.96 at alpha 5%. If t-statistic/t-count < t-table 1.96 at alpha 5%, then Ho is rejected and If t-statistic/t-count > t-table 1.96 at alpha 5%, then Ha is accepted. Here are the results of the *SmartPLS* output, which illustrates the estimated output for structural model testing:

Table 4.4
Nilai Path Coefficients

Direct Relationship	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics</i>	<i>P Values</i>
X1 => Z	0,570	0,546	0,141	4,034	0,000
X2 => Z	0,340	0,368	0,160	2,131	0,034
X1 => Y	0,410	0,412	0,181	2,268	0,024
X2 => Y	-0,006	0,011	0,158	0,041	0,968
Z=> Y	0,494	0,476	0,192	2,566	0,011

Sambar: Hasil Uji Inner Model

Based on the results of SmartPLS testing, it can be seen that the results of testing the research hypothesis starting from the first hypothesis to the fifth hypothesis which is a direct influence of the construct of HR management and career development on job satisfaction and the influence of the construct of HR management and career development through job satisfaction on employee performance. The following is a discussion of each hypothesis:

1. The Effect of HR Management on Job Satisfaction

Based on the results of data testing using *smartPLS* tools, there is a positive and significant influence of HR Management on Job Satisfaction at the Padang Panjang City Education and Culture Office. HR management in this agency has been done well, so that it can affect Job Satisfaction. The better the HR Management implemented by the agency, the higher the employee job satisfaction will be.

The results of this study are in line with research conducted by **(Islamic Katto & Pratama, 2023)** shows that HR Management has a positive and significant effect on Job Satisfaction.

2. The Effect of Career Development on Job Satisfaction

Based on the results of data testing using *smartPLS* tools, there is a positive and significant influence of Career Development on Job Satisfaction at the Padang Panjang City Education and Culture Office. Career development in this agency has been done well, so it can affect Job Satisfaction. The better the Career Development implemented by the agency, the higher employee job satisfaction will be.

The results of this study are in line with research conducted by **(Rulianti & Nurlilah, 2020)** shows that Career Development has a positive and significant effect on Job Satisfaction.

3. The Effect of HR Management on Employee Performance

Based on the results of data testing using *smartPLS* tools, there is a positive and significant influence of HR Management on Employee Performance at the Padang Panjang City Education and Culture Office. HR management in agencies has been implemented well so that it can affect employee performance, where the better the HR management applied, the more employee performance will increase towards the agency.

The results of this study are in line with research conducted by **(Parinsi & Moses, 2023)** shows that HR Management has a positive and significant effect on Employee Performance.

4. The Effect of Career Development on Employee Performance.

Based on the results of data testing using *smartPLS* tools, there is a negative and insignificant influence of Career Development on Employee Performance at the Padang Panjang City Education and Culture Office. Career Development in agencies has been applied well, but in this study Career Development has a negative and insignificant influence on Employee Performance but it comes back to the opinions of each employee. The Education and Culture Office of Padang Panjang City must implement and improve Career Development in agencies that will later be able to influence employee performance for the better.

The results of this study are in line with research conducted by **Ananias (2019)** shows that career development has a negative and insignificant effect on Employee Performance.

The results of this study are not in line with the research conducted by **Utama, Kirana, and Subianto (2021)** Show that career development has a positive and significant effect on employee performance.

5. The effect of job satisfaction on employee performance

Based on the results of data testing using *smartPLS tools*, there is a positive and significant influence of Job Satisfaction on Employee Performance at the Padang Panjang City Education and Culture Office. This means that the higher the job satisfaction felt by employees, the employee performance will also increase.

The results of this study are in line with research conducted by **(Wirawan, 2018)** shows that there is a significant positive influence between Job Satisfaction and Employee Performance

6. The Effect of HR Management on Employee Performance through Job Satisfaction as an Intervening Variable

Based on the results of data testing using *smartPLS tools*, there is a positive and significant influence of HR Management on Employee Performance through Job Satisfaction at the Padang Panjang City Education and Culture Office. This means that if the HR Management at the Education and Culture Office of Padang Panjang City is implemented properly and increases, then Job Satisfaction will also increase, and Employee Performance will also get better and increase.

The results of this study are in line with research conducted by **(Iverson and Dervan n.d. 2020)** shows that HR management will affect employee performance if the satisfaction obtained by employees from their work reaches optimal performance. The results of the HR Management variable analysis have a positive and significant influence on the Pegaawai Performance variable through Job Satisfaction as an intervening variable.

7. The Effect of Career Development on Employee Performance through Job Satisfaction as an Intervening Variable

Based on the results of data testing using *smartPLS tools*, there is a positive and insignificant influence of Career Development on Employee Performance through Job Satisfaction at the Padang Panjang City Education and Culture Office. This means that if career development at the Padang Panjang City Education and Culture Office is implemented properly and increases, then Job Satisfaction will also increase, and Employee Performance will also get better and increase.

The results of this study are in line with research conducted by **Good & Rheuma (2022 BN)** shows that Career Development has a positive and insignificant effect on Employee Performance through Job Satisfaction.

Conclusion

From the results of the study on the Effect of HR Management and Career Development on Employee Performance with Job Satisfaction as an intervening variable at the Education and Culture Office of the city of Padang Panjang it can be concluded that the most dominant variable, namely HR management, affects job satisfaction positively and significantly, if human resource management is done correctly, job satisfaction will also increase. In addition, job satisfaction has a positive and significant effect on employee performance, this shows that if employees feel happy and satisfied in carrying out their work, then employees can perform better. The most dominant indirect influence is that HR management has a positive and significant effect on employee performance through job satisfaction. If HR management is carried out effectively, employee

performance can be even better, and employees will feel more satisfied with their work, so that the level of job satisfaction in agencies will also increase.

The implication of this research is the importance for agencies to create good HR management and implement good career development for employees. By paying attention to this factor, this agency can increase work productivity which will ultimately have a positive impact and progress on the agency.

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