

THE EFFECT OF COMPETENCY AND JOB TRAINING ON EMPLOYEE PERFORMANCE WITH CAREER DEVELOPMENT AS A MODERATION VARIABLE IN EMPLOYEES MEDAN PETISAH SUB DISTRICT OFFICE

Susi¹, Yohny Anwar²

Universitas Pembangunan Panca Budi, Medan, North Sumatera^{1,2}

Corresponding email: yohnyanwar@dosen.pancabudi.ac.id

ARTICLE INFO

Article History

Submission : 22/04/2026

Received : 24/04/2026

Revised : 08/05/2026

Accepted : 08/05/2026

Keywords

Competencies,
Job Training,
Career Development
Employee
Performance

ABSTRACT

This study aims to determine the direct influence of competency on employee performance, the effect of job training on employee performance and the effect of career development on employee performance. This study also looked at the indirect influence in the form of moderation on career development variables on the influence of competencies, job training and employee performance at the Medan Petisah District Office. This study is a quantitative research with descriptive analysis, the research sample consists of 50 respondents of ASN and Non-ASN employees of the Medan Petisah District Office. Data collection using questionnaires. The data analysis technique uses *the SmartPLS 4.0* application. The results of the direct influence study showed that competence had a positive and significant effect on employee performance, job training had a positive and significant effect on employee performance and career development had a positive and significant effect on employee performance. The results of the research show that the indirect influence of career development is not able to moderate the relationship between competence and employee performance at the Medan Petisah District Office and career development is unable to moderate the relationship between job training and employee performance.

Introduction

Employee performance is a crucial element in determining the success of a government agency in providing the best service to the community. In the midst of increasing public demands for fast, precise, and transparent service, every employee is required to work professionally in accordance with their duties and responsibilities. Optimizing employee performance is the main foundation in realizing an efficient and community-oriented work system. Good performance not only reflects the individual

competence of employees, but also strengthens the image of the agency as a responsive public servant.

Employee performance is a measure of how human resources in a company have played a role or not in the progress of the organization. To achieve the best performance, of course, it is necessary to manage human resources that are directed through various policies that can adjust the common interests between employees and agencies [1]. According to [2] Employee performance is the result of work that can be achieved by a person or a group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. According to [3] deep [4] Good performance is the embodiment of work done by employees which is usually used as a basis for assessing members and organizations, so it is necessary to strive to improve performance.

Medan Petisah District is one of the 21 sub-districts in the Medan Madya City Regency. And Medan Petisah District has 7 Villages led by the Village Head while Medan Petisah District is led by the Sub-district Head. The task and responsibility of the Medan Petisah sub-district office is to prepare a strategic plan which is a process that is oriented towards the results to be achieved over a period of 1 to 5 years by taking into account the potential, opportunities and obstacles that exist or arise. Employee performance is a key factor that determines the success of an organization in achieving its goals. Optimal employee performance not only has an impact on the effectiveness of the organization, but also on the satisfaction of the community as a service recipient. However, the reality on the ground shows that there are still various problems related to the performance of employees in government agencies, including at the Medan Petisah District Office. Some indicators that show performance problems include delays in completing tasks, lack of initiative in work, and not optimal quality of work results. Employee performance is a factor main in achieving organizational goals, so that companies must be able to recruit and retain a competent workforce. One of the main strategies in improving the quality of individuals within the organization is through training programs [11]. According to [12] Job training is a provision of knowledge in the short-term educational process that has been established with the aim of using systematic and organized procedures where employees *Non-managerial* Learn technical knowledge and skills in limited goals. Training can assist employees in developing a variety of specific skills that will enable them to succeed in their current job and develop their future work [13]. With sufficient training programs and competencies that employees have, employees will better understand and master in carrying out their profession. So that it can create profits for the employees themselves as well as profits for the company [4]. This is supported by the results of research conducted by [14] on the influence of training that is linked to employee performance.

Career development is also very important for employees. Career development programs are very important because they are to adjust between the needs and goals of employees with the career opportunities available in the company today and in the future [8]. [15] states that career development is the process of improving an individual's work

ability achieved in order to achieve the desired career. To improve employee performance, one of them is to provide opportunities for career development for employees. Career development as an HR management activity basically has the goal of being able to improve and increase the effectiveness of work implementation by employees so that they are more able to make the best contribution in realizing the company's goals [1]. When employees feel satisfied with their work, they tend to be more motivated to seek development opportunities, both through internal and external training [16].

When employees have a positive perception of clear career development opportunities, they will be more motivated to apply their competencies and knowledge gained from training optimally, resulting in better performance. Conversely, in low career development conditions, the relationship between competence and job training on employee performance will weaken as employees become less motivated to show their best performance. In the Medan Petisah District Office government organization which has a hierarchical structure and a standardized promotion system, the clarity of career paths is a critical factor that determines the effectiveness of the organization's investment in competency development and employee training programs to achieve optimal performance improvement.

Method

This study uses a quantitative approach. Quantitative research is research conducted to examine certain populations and samples using statistical data analysis to test hypotheses that have been formulated [21]. This approach was chosen because it is in accordance with the purpose of the research that wants to test and analyze the relationship between variables simultaneously and measure the strength of the influence of each independent variable on the dependent variable.

[21] Population is a collection of units that meet the characteristics that have been determined by the researcher so that it becomes an area to be studied so that conclusions can be drawn from it. The population in this study is all ASN and non-ASN employees who work at the Medan Petisah District Office. Based on personnel data obtained from the general and personnel sections, the total population is 50 people. The sampling technique used is saturated sampling or census, where all members of the population are used as research samples. The use of this technique is based on the consideration that the population is relatively small and to obtain more representative results and avoid sampling errors. Thus, the research sample amounted to 50 respondents.

The data collection technique used was a survey method with a questionnaire instrument using a 5-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). The data analysis technique used in this study is Structural Equation Modeling with the Partial Least Squares (SEM-PLS) approach using the latest version of SmartPLS software. Data analysis was carried out through several stages, starting with the evaluation of the measurement model (outer model) which included convergent validity, discriminant validity, and construct reliability. Next, evaluate the structural model (inner

model) to test the research hypothesis by looking at the path coefficient, t-statistics, and p-values. To test the effect of moderation on career development, an interaction analysis was carried out by making the moderation variable the result of multiplication between the independent variable and the moderator variable.

Results and Discussion

Description of Research Object

Medan Petisah District is one of 21 sub-districts in Medan City, North Sumatra, which was formed based on Government Regulation Number 50 of 1991 and was inaugurated on September 2, 1992. The name "Petisah" comes from the name of the people to the ice factory "Sari Petojo Es" in the 1960s. This sub-district is located in the city center with an area of 4.61 km² and consists of seven sub-districts, of which Petisah Tengah Village is the largest. The characteristics of the respondents conducted in this study were in accordance with the number of samples used consisting of 50 ASN employees working at the Medan Petisah District Office, the majority of respondents were 36–45 years old (40%), male (64%), educated in Strata-1 (44%), and had worked for more than 5 years (46%). These findings show that this agency needs an active, experienced, and highly educated workforce to support efficiency and precision in the implementation of work programs.

Structural Model Testing (*Outer Model*)

According to [22] structural model testing (*Outer Model*) defines how each indicator (statement) relates to its latent variable or it can be said that *Outer model* can specify the relationship between latent variables and the statements of each indicator

Convergent Validity

Convergent Validity is a measure used in measurement model analysis (outer model) to assess the extent to which the indicators in a construct are correlated with each other and actually represent the construct being measured. In SEM-PLS, convergent validity is assessed through *the outer loading* value (expected ≥ 0.7) and *Average Variance Extracted (AVE)*, which is ideally greater than 0.5. If the AVE value is more than 0.5, then at least 50% of the variance of the indicator can be explained by the construct, which indicates that the construct has good representative ability of its indicators.

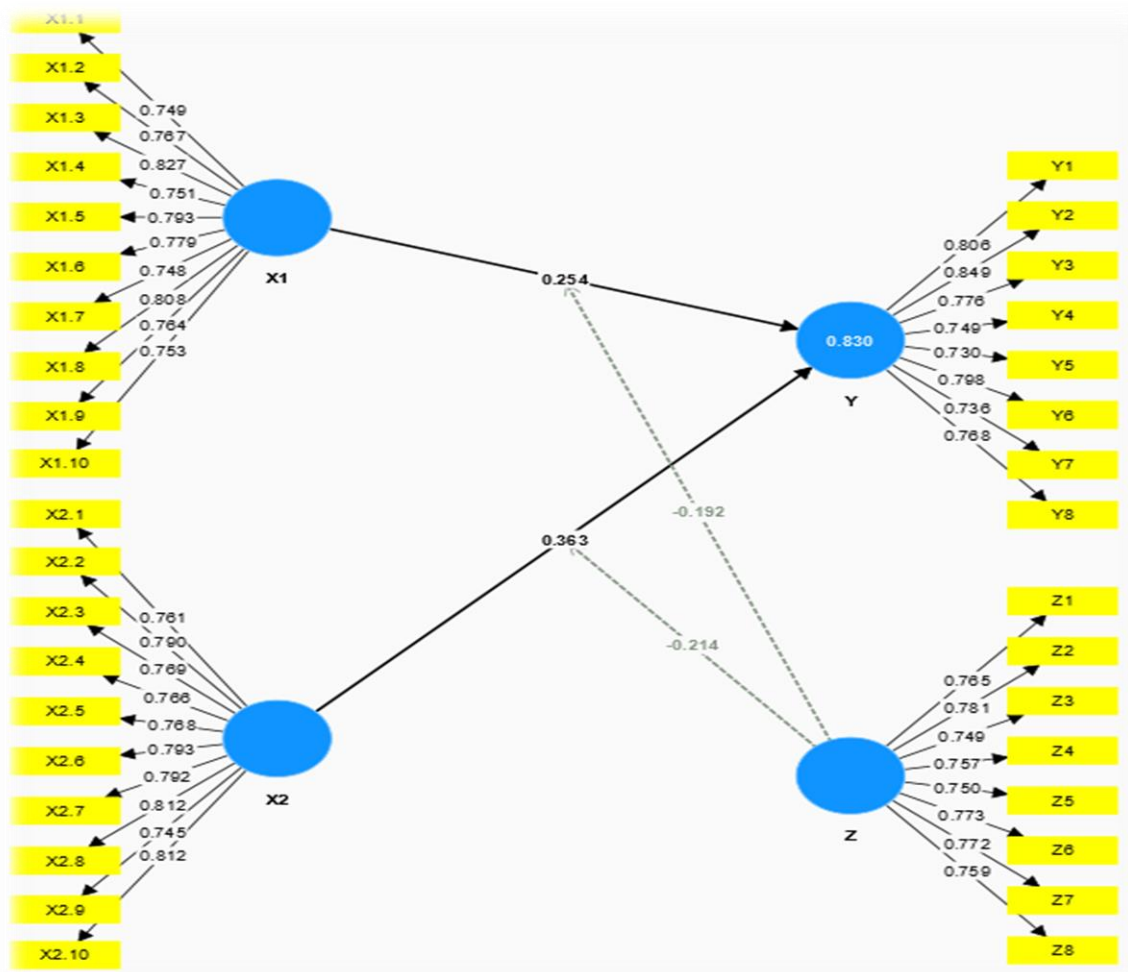


Figure 1. Results of Outer Loading Values

Source : SmartPLS Data Processing 4.0, 202

Table 1. Results of Outer Loading Values

Research Variables	Statement Item	Outer Loading Value	Information
Competencies (X1)	X1-1	0,749	Valid
	X1-2	0,757	Valid
	X1-3	0,827	Valid
	X1-4	0,751	Valid
	X1-5	0,793	Valid
	X1-6	0,779	Valid
	X1-7	0,748	Valid
	X1-8	0,808	Valid
	X1-9	0,764	Valid
	X1-10	0,753	Valid

Research Variables	Statement Item	Outer Loading Value	Information
Job Training (X2)	X2-1	0,761	Valid
	X2-2	0,790	Valid
	X2-3	0,769	Valid
	X2-4	0,766	Valid
	X2-5	0,768	Valid
	X2-6	0,793	Valid
	X2-7	0,792	Valid
	X2-8	0,812	Valid
	X2-9	0,745	Valid
	X2-10	0,812	Valid
Career Development (Z)	Z-1	0,765	Valid
	Z-2	0,781	Valid
	Z-3	0,749	Valid
	Z-4	0,757	Valid
	Z-5	0,750	Valid
	Z-6	0,773	Valid
	Z-7	0,772	Valid
	Z-8	0,759	Valid
Employee Performance (Y)	Y-1	0,806	Valid
	Y-2	0,849	Valid
	Y-3	0,776	Valid
	Y-4	0,749	Valid
	Y-5	0,730	Valid
	Y-6	0,798	Valid
	Y-7	0,736	Valid
	Y-8	0,768	Valid

Source : SmartPLS Data Processing 4.0, 2025

Based on the results of the outer loading value, all indicators in the variables of competency, job training, career development, and employee performance have values above 0.70, which shows that all statements are valid.

Table 2. Average Variance Extracted (AVE) Value Result

Research Variables	AVE Value	AVE Terms
Competencies (X1)	0.600	0.50
Job Training (X2)	0.610	0.50
Career Development (Z)	0.604	0.50
Employee Performance (Y)	0.583	0.50

Source : SmartPLS Data Processing 4.0, 2025

Based on Table 2, all variables have an AVE value above 0.50, which means that each construct has qualified convergent validity. This shows that the indicators in each variable are able to explain more than 50% of the variance of the measured construct.

Discriminant Validity

The aim is to find out whether the construct has adequate discriminators, namely by comparing the loading value of the intended construct that must be greater with other values [23]. Discriminant validity can be tested through several approaches, such as *Fornell-Larcker Criterion*, *Cross Loading*, and *HTMT (Heterotrait-Monotrait Ratio)*, where the indicator of a construct must have a higher correlation with its own construct than with other constructs. If *Discriminant validity* is not met, there is a risk that the construct being tested does not reflect a different concept decisively, so that the results of the analysis may be misleading.

Table 3. Cross Loading Value

Grain Statement	Competence (X1)	Training Work(X2)	Development Career(Z)	Performance Official (Y)
X1-1	0.749	0.233	0.058	0.303
X1-2	0.767	0.286	0.479	0.566
X1-3	0.827	0.201	0.327	0.456
X1-4	0.751	0.145	0.169	0.334
X1-5	0.793	0.257	0.239	0.377
X1-6	0.779	0.240	0.279	0.430
X1-7	0.748	0.122	0.130	0.407
X1-8	0.808	0.098	0.177	0.383
X1-9	0.764	0.289	0.278	0.489
X1-10	0.753	0.109	0.280	0.433
X2-1	0.265	0.761	0.280	0.362
X2-2	0.105	0.790	0.356	0.551
X2-3	0.282	0.769	0.369	0.447
X2-4	0.344	0.766	0.235	0.403
X2-5	0.120	0.768	0.269	0.289
X2-6	0.135	0.793	0.248	0.535

X2-7	0.169	0.792	0.258	0.531
X2-8	0.226	0.812	0.332	0.623
X2-9	0.211	0.745	0.186	0.380
X2-10	0.224	0.812	0.399	0.689
Z-1	0.267	0.323	0.765	0.551
Z-2	0.433	0.433	0.781	0.617
Z-3	0.276	0.108	0.749	0.378
Z-4	0.089	0.296	0.757	0.510
Z-5	0.079	0.285	0.750	0.546
Z-6	0.186	0.152	0.773	0.480
Z-7	0.090	0.141	0.772	0.448
Z-8	0.463	0.469	0.759	0.627
Y-1	0.487	0.522	0.453	0.806
Y-2	0.386	0.573	0.668	0.849
Y-3	0.499	0.485	0.475	0.776
Y-4	0.360	0.427	0.500	0.749
Y-5	0.408	0.459	0.546	0.730
Y-6	0.435	0.660	0.565	0.798
Y-7	0.303	0.443	0.547	0.736
Y-8	0.563	0.438	0.555	0.768

Source : SmartPLS Data Processing 4.0, 2025

Based on Table 3, all indicator items have the highest cross loading value on the measured construct compared to other constructs, so all indicators are declared feasible or valid for research use and can be used for further analysis.

Composite Reliability

Table 4. Composite Reliability Results

Research Variables	Cronbach's Alpha	Composite Reliability
Competencies (X1)	0.926	0.933
Job Training (X2)	0.930	0.944
Career Development (Z)	0.898	0.903
Employee Performance (Y)	0.906	0.910

Source : SmartPLS Data Processing 4.0, 2025

Structural Model Testing (*Inner Model*)

According to [22] Testing *Inner model* is a specification of the relationship between latent variables called *Inner Relation*. This test is carried out in 2 stages, namely the first stage with the determination coefficient (R²) test with a function to calculate how large

the latent variable is *Independent* Explain the variance of the latent variable *Stuart T* and hypothesis test which is a test of the hypothesis of the research model and the second stage with testing *goodness of fit index* (GoF) serves to validate performance between measurement models (*Outer model*) and structural models (*Inner model*).

Determination Coefficient Testing (R2)

In the *internal model test*, it is carried out to find out the value produced by the determination coefficient. Determination coefficient testing was performed to measure how far the model was able to explain the variance of *dependent variables*. The criteria for limiting the *R Square* (R2) value used are 0.67 (Substantial), 0.33 (Moderate), 0.19 (Weak).

Table 5. Determination Coefficient/R Square (R2)

Research Variables	R Square	R Square Adjusted
Employee Performance (Y)	0.830	0.810

Source : SmartPLS Data Processing 4.0, 2025

Goodness Of Fit

The *goodness of fit index* (GoF) test was carried out in the study with the aim of validating the combined performance between the measurement model (*outer model*) and the structural model (*inner model*) obtained through calculations, as follows:

$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{0.599 \times 0.830}$$

$$GoF = \sqrt{0.497}$$

$$GoF = 0.704$$

Information:

$$AVE = \frac{0.600+0.610+0.604+0.583}{4}$$

$$AVE = 0.599$$

$$R\ square = 0.830$$

Hypothesis Testing

Based on the data processing that has been carried out, the results can be used to answer the hypothesis in this study. The hypothesis test in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be declared acceptable if the P-Values value < 0.05. The following are the test results

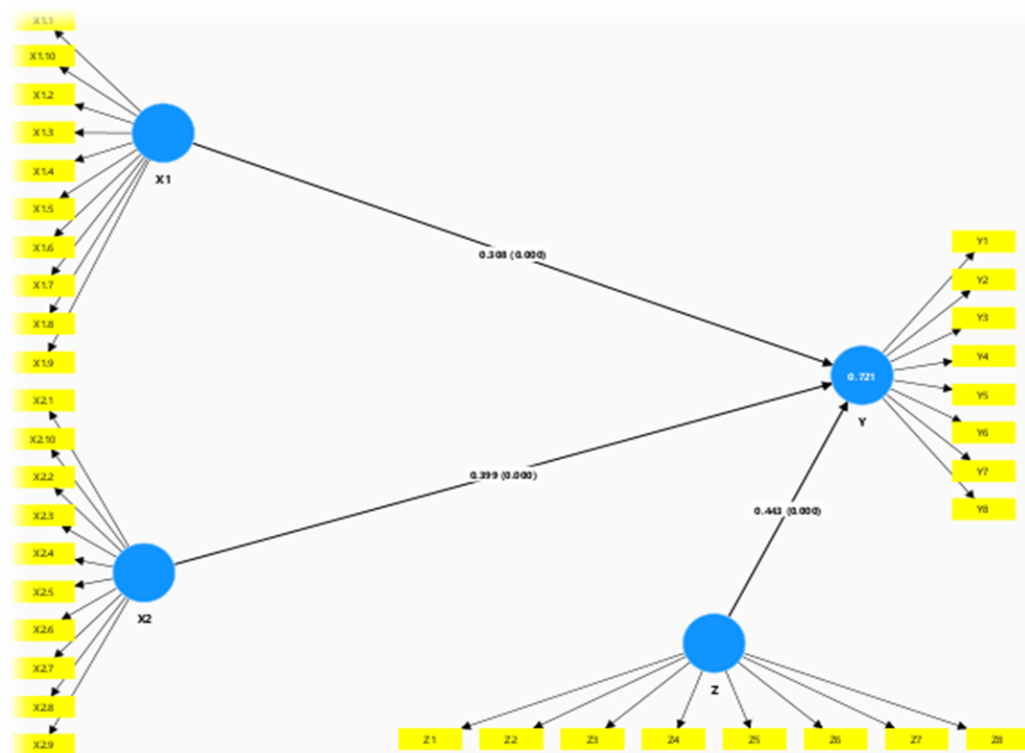


Figure 2. Bootstrapping with the path coefficient model

Source : SmartPLS Data Processing 4.0, 2025

Table 6. Hypothesis test results with path coefficient values,

Interconnection Construct	Original Sample (O)	T Staistics (OSTDEV)	P Values	Information
Direct Influence				
Competencies X1 > Y Employee Performance	0.308	3.826	0.000	Positive and Significant Effect
X2 > Y Job Training Employee Performance	0.399	5.391	0.000	Influential Positive and Significant
Career Development Z > Y Employee Performance	0.443	4.857	0.000	Positive and Significant Effect

Source : SmartPLS Data Processing 4.0, 2025

Based on the results of the hypothesis test in Table 6, it is known that all independent variables have a positive and significant effect on Employee Performance. Competency (X1) has an influence of 0.308 with a *t*-statistical value of 3.826 and a *p*-

value of 0.000, which means significant. Job Training (X2) also showed a positive influence of 0.399 with *t-statistics* of 5.391 and *p-value* of 0.000. Meanwhile, Career Development (Z) had the greatest influence on Employee Performance with a coefficient value of 0.443, *t-statistics* of 4.857, and a *p-value* of 0.000, so that all direct relationships in the model were declared significant. Furthermore, in testing the hypothesis in this study, it is using MRA (*Moderated Regression Analysis*). Where the researcher will see the influence resulting from the Career Development variable (Z) moderating the competency variable (X1) and the job training variable (X2).

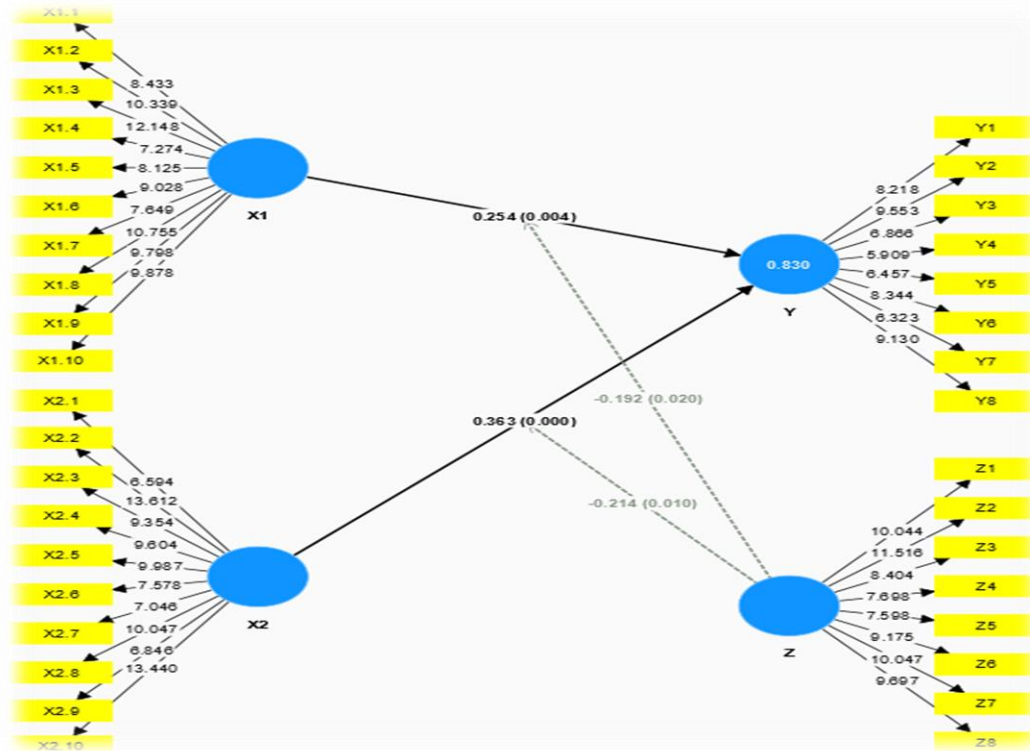


Figure 3. *Bootsrtapping* Using MRA

Table 7. Hypothesis test results with *path coefficient values*,

T Statistics And P Values MRA				
Interconnection Construct	Original Sample (O)	T Staistics (OSTDEV)	P Values	Inform ation
Moderated Regression Analysis				
Competencies X1 > Y Employee Performance	0.254	2.906	0.004	Positiv e and significant effect
X2 > Y Job Training Employee Performance	0.363	4.180	0.000	Have a positive

				effect and Significant
Career Development (Z) > Employee Performance (Y)	0.405	5.160	0.000	Positive and significant effect
Career Development (Z) does not moderate competencies (X1) > Peawai Performance (Y)	-0.192	2.323	0.020	Negative and significant effects
Career Development (Z) cannot moderate Job Training (X1) > Employee Performance (Y)	-0.2.14	2.576	0.010	Negative and significant effects

Source : SmartPLS Data Processing 4.0, 2025

Based on Table 7, the results of the Moderated Regression Analysis show that Competencies, Job Training, and Career Development have a positive and significant effect on Employee Performance, respectively.

Discussion

The Influence of Competency on Employee Performance

The results of the analysis show that competence has a positive and significant effect on employee performance at the Medan Petisah District Office. This is evidenced by a *path coefficient* value of 0.308, a t-statistical value of 3.826 (> 1.96), and a p-value of 0.000 (< 0.05). A *positive path coefficient value* indicates that the higher the level of competence that employees have, the better the performance produced.

In line with the theory that competency is a combination of knowledge, skills, and attitudes necessary to carry out tasks effectively. Employees who have adequate competence will be able to complete their tasks better, on time, and in accordance with the set standards. In the context of public services at the Medan Petisah District Office, good employee competence will have a direct impact on the quality of services provided to the community. The results of this study are also in line with the research carried out by [24] says that competencies have a positive and significant effect on employee performance. Competence is an embedded and long-lasting part of a person's personality and can predict behavior in various tasks and work situations. Competency can also be said to be a skill that is reflected in daily activities and is continuous so that competence is needed in the implementation of work to produce maximum employee performance.

The Effect of Job Training on Employee Performance

Job training was proven to have a positive and significant influence on employee performance with a path coefficient value of 0.399, t-statistic of 5.391 (> 1.96), and p-

value of 0.000 (< 0.05). The value of this path coefficient is even greater than the influence of competence, showing that job training has a stronger contribution in improving employee performance. These results confirm the importance of investing in training and human resource development programs. Quality job training can improve employees' knowledge, technical skills, and ability to carry out their duties. For employees of the Medan Petisah District Office, training that is relevant to their field of duty will help them in providing more optimal services to the community. The results of this study are also in line with the research carried out by [25] which says that training has a positive and significant effect on employee performance at PT Bank Sumut Head Office Medan.

The Influence of Career Development on Employee Performance

Career development showed the strongest influence on employee performance with a path coefficient value of 0.443, t-statistic of 4.857 (> 1.96), and p-value of 0.000 (< 0.05). This highest path coefficient value indicates that career development is the most dominant factor in influencing employee performance within the Medan Petisah District Office. Employees who have clear opportunities and career paths tend to have higher motivation to do well. Structured career development provides long-term expectations and goals for employees, encouraging them to continuously improve their performance. This is in line with motivation theory which states that career development prospects are one of the intrinsic factors that can increase employee motivation and performance. The results of this study are also in line with the research carried out by [26] says that Career development has a positive and significant influence on employee performance. Career development is that every employee must have a clear picture of what the highest rung can be achieved as long as he or she performs satisfactorily.

Career Development Moderation on the Competency-Performance Relationship

Career development as a moderator on the relationship between competencies and employee performance showed a negative and significant influence with a path coefficient of -0.192, t-statistic of 2.323, and p-value of 0.020. These results indicate that career development actually weakens the relationship between competence and employee performance. When employees focus too much on the career development aspect, they may not maximize their competencies for current performance. Or conversely, employees who already feel they have a clear career path may become less motivated to optimize their competencies in their daily work. The results of this study are also in line with the research carried out by [27] said that competence has a negative and significant effect on employee performance but cannot be moderated in career development at the Bondowoso District Office. Employee competence is an important factor in managing an institution/organization. Organizations benefit from the use of competencies because it gives them a better and more sophisticated way to manage, measure and improve the quality of employees.

Career Development Moderation on the Work-Performance Training Relationship

The effect of career development moderation on the relationship between job training and employee performance also showed a negative and significant influence with a path coefficient of -0.214, t-statistic of 2.576, and p-value of 0.010. This suggests that career development also weakens the relationship between job training and employee performance. This phenomenon can be explained by the fact that employees who are too career-oriented may be less focused on applying the training results to improve current performance, because they are more interested in training that supports promotion or relocation rather than improving performance in current positions. The results of this study are in line with the research conducted by [28] says that training (X) has a negative and significant effect on employee performance (Y) and cannot be moderated by career development (Z) at PT Nusantara Sakti Group Godong Unit, Grobogan Regency. Training for employees needs to be done so that employees are able and ready to be placed in certain positions in the company, which means they are able to work and can comply with all rules. The results of the research

Conclusion

1. There is a positive and significant relationship between competence and employee performance, where the better the competence, the better the employee performance.
2. There is a positive and significant relationship between job training and employee performance, where the better the job training, the better the employee performance.
3. There is a positive and significant relationship between career development and employee performance, where the better the career development, the better the employee performance.
4. There is no moderation effect of career development on the relationship between competencies and employee performance, where career development weakens the relationship between competence and employee performance. There is no effect of moderation from career development on the relationship between job training and employee performance, where career development weakens the relationship between job training and employee performance.

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