Effect Of Career Development And Work Motivation On Employee Performance With Job Satisfaction As Intervening Variable At PT.Mark Dynamic Medan

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Abstract.
This study aims to determine whether career development and work motivation affect employee performance through job satisfaction as an intervening variable at PT. Mark Dynamic Medan. The study was conducted on 85 employees of PT. Mark Dynamic Medan by using the Slovin formula sampling technique. The data collection technique used is primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique uses quantitative data which is processed with SPSS version 25 program, namely t test, coefficient of determination (R2) and path analysis. The results obtained in this study indicate 1) there is a significant influence between career development on job satisfaction, 2) there is a significant influence between work motivation variables on job satisfaction, 3) there is a significant but not significant effect between job satisfaction variables on performance, 4) there is an influence but not significant between career development variables on performance, 5) there is a significant influence between work motivation variables on performance, 6) job satisfaction variables can affect career development variables on performance, 7) job satisfaction variables can affect work motivation variables on performance. The ability of career development variables, work motivation and job satisfaction in explaining employee performance at PT. Mark Dynamic Medan is 62.3%, while the remaining 37.7% is explained by other variables not included in this research model.

Keywords: Career Development, Work Motivation, Job Satisfaction, Performance

I.   INTRODUCTION

PT. Mark Dynamics Indonesia Tbk is an Indonesia-based company primarily engaged in manufacturing hand formers. The company produces porcelain formers and porcelain building materials, especially porcelain hand formers. The Company's main products include nitrile and rubber formers, surgical formers, household formers and custom made formers. The Company's products are mainly exported to nitrile and latex gloves manufacturing plants in Malaysia, Thailand, China and Vietnam. The company also distributes its products in Indonesia.Through the development of Human Resources, effective management planning and customer-oriented market services, PT. Mark Dynamics Indonesia Tbk is confident to move forward to become a manufacturer of quality glove molds that are linked to customer demands. As a company with future vision and mission, PT. Mark Dynamics Indonesia Tbk has a strong consistency in carrying out the vision and mission of the company that has been set.However, based on field analysis, there has been a decrease in employee performance in meeting job targets in recent years.

Clear career development also greatly affects the performance of employees of PT. Mark Dynamics Indonesia Tbk. Employees will try to improve their performance if the company provides clear and transparent career paths to its employees. In addition, employee motivation also decreases due to the company's lack of attention to employees in solving work problems. So that employee dissatisfaction arises at work, many employees are not on time in completing their duties and there are employees who are lazy during working hours. This is certainly not in line with the company's expectations, therefore researchers are interested in conducting further research on the problems that occur at PT. Mark Dynamics Indonesia Tbk.Performance appraisal is a process of controlling employee performance which is evaluated based on certain standards. Performance appraisal is carried out effectively to direct employee behavior in order to produce high quality services. In addition, performance appraisal is also carried out to motivate employees to carry out their duties and realize company goals. The benefits of performance appraisal are used to improve work performance, development needs, and see deviations and errors in work. This usefulness requires that performance appraisal be able to provide an accurate and objective picture of employee performance. The following are performance appraisal data at PT. Mark Dynamics Indonesia Tbk :

Table 1.1. Average Employee Performance Assessment Results

WORK BEHAVIOR	2019			2020		
	Weight (%)	Performance Value	Score (%)	Weight (%)	Performance Value	Score (%)
1. Discipline	10	80	**8**	10	75	**7,5**
2. Responsibility	10	75	**7,5**	10	70	**7**
3. Cooperation	10	80	**8**	10	80	**8**
4. Leadership	10	80	**8**	10	75	**7,5**
WORK RESULT						
1. Quality of Work	20	80	**16**	20	70	**14**
2. Working Quantity	20	80	**16**	20	70	**14**
3. Keterampilan Kerja	20	80	**16**	20	80	**16**
Total	**100**		**79,5**	**100**		**74**

Source: PT. Mark Dynamic Indonesia Tbk

From Table 1.1 can be seen the current condition of employee performance at PT. Mark Dynamic Indonesia Tbk experienced a decline from 2019 to 2020 from 79.5% to 74%.

Table 1.2. Employee Performance Value Standard

Number	Value (%)	Category
1	91 - up	Very good
2	80 - 90	Well
3	70 - 79	Enough
4	61 - 69	Not enough
5	60 - down	Bad

Source: PT. Mark Dynamic Indonesia Tbk

Based on table 1.2 the performance appraisal decreased from 79.5% to 74%, this means that performance has decreased, categorized as sufficient as seen from table 1.2 standard employee performance values. The results of the performance assessment indicate that the existing performance at PT. Mark Dynamic Indonesia Tbk experienced a decline in performance from 2019 to 2020. The value of performance behavior seen from the discipline aspect decreased from 8% to 7.5%, the responsibility aspect decreased from 7.5% to 7%, the cooperation aspect had the same value as the previous year, the leadership aspect decreased from 8% to 7.5%. The value of work results in terms of work quality and work quantity decreased from 16% to 14%, work skills had the same value as the previous year.There are many elements that can determine the ups and downs of employee performance in every company. These elements must always be considered by the company so that the company's goals can be realized. Of course, every company wants its operational activities to run well and get results or profits that increase every year. These elements include a career development system that can be followed by every employee, providing motivation at work and paying attention to employee job satisfaction.Based on the initial results of research at PT. Mark Dynamic Indonesia Tbk on employee performance on employee performance is considered to be still less than optimal, it is marked by the decrease in work results achieved by some employees, especially in carrying out the work that has been determined. Employee performance is one indicator of the success of the company's operations in achieving its goals. The emergence of achievement is influenced by several driving factors, both from outside the individual and from within the individual. Employee performance determines the progress of a company. The performance of each employee can be measured by looking at the quantity and quality of the work he has done. Performance is a very important thing in the company's efforts to achieve goals.

Another thing to consider is career development. Career development is basically oriented to the development of the company in responding to future business challenges. Every company must accept the fact that its future extension depends on competitive HR, a company will experience setbacks and may eventually be eliminated because of the inability to face competitors. Career development can be defined as staffing activities to help employees plan future careers in the places where they work. So that the employees concerned and also the company can develop themselves optimally.Based on the initial results of research at PT. Mark Dynamic Indonesia Tbk on career development, that the current pattern is still using the traditional pattern, namely by prioritizing years of service. Career development has not gone according to what is determined by the company. The existence of educational level requirements and years of service should open up opportunities for every employee who wants to develop his career. So with the right career development pattern can improve employee performance.But in fact, based on the initial results of research at PT. Mark Dynamic Indonesia Tbk on employee work motivation which is still low. This can be seen from

the lack of morale of some employees in carrying out their work, lack of willingness of some employees to improve the quality and performance of their work, lack of personal motivation to develop themselves. This condition is generally caused by monotonous working conditions and the low contribution of employees in contributing to the improvement of employee performance

Based on the results of the initial research in the study, it was indicated that employee job satisfaction was not good. This can be seen from lack of discipline such as absenteeism and late arrival, poor communication and relationships between employees, to employee behavior that shows dissatisfaction with their work. To increase work productivity, it is necessary to increase the job satisfaction of each employee. To increase employee productivity, companies can encourage employees to have high motivation, so that they can achieve company goals.Job satisfaction is basically an individual thing, while each individual has a different level of satisfaction. Until now, job satisfaction is believed to have a direct effect on employee performance, which in turn will also affect the company's overall performance. From the description above, researchers are interested in researching and discussing this as an object of research, while the title proposed is: "The Influence of Career Development and Work Motivation on Employee Performance With Job Satisfaction as an Intervening Variable at PT. Mark Dynamic Indonesia Tbk".

II.   METHODS
Path Analysis

The magnitude of the influence of an independent variable to the dependent variable is called the path coefficient. The path coefficient is one that does not have units, therefore it means that it can be used relatively at the same time to conclude that the greater the path coefficient, the relatively large influence given by the variable. The procedure for testing research data using Path Analysis to determine how much influence from one variable to another requires prerequisites:

1.   The relationship between variables must be a linear relationship.
2.   All residual variables have no correlation with each other.
3.   The pattern of the relationship between variables is recursive
4.   The measuring scale, both on the independent variable and the dependent variable, is at least an interval.

III.   RESULT & DISCUSSION
RESULT

Table 1.3. Results of t-test Sub Model I

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2,421	2,405		-1,007	,317
	Career development	,197	,096	,194	2,051	,043
	Work motivation	,859	,112	,729	7,695	,000

a. Dependent Variable: Job satisfaction

Source: Primary Data Processed, 2022

In the table, the t statistical test is obtained, as follows:

1.   Job development variable with a probability level of 0.043. Thus, it can be concluded that P = 0.000 < = 0.05, accept the hypothesis that the communication variable has a significant effect on the job satisfaction variable.

2.   Work motivation variable with a probability level of 0.000. Thus, it can be concluded that P = 0.000 < = 0.05, so accept the hypothesis which states that the work motivation variable has a significant effect on the job satisfaction variable.

Thus, the path analysis equation can be arranged as follows:
$$Z = 0,194\ X1 + 0,729\ X2$$

The analysis equation model means:

1.   Career development variable = 0.194. Career development variables with a positive sign mean that they have a unidirectional effect, which means that each addition or increase in the value of one unit score of

the career development variable will increase the value of the job satisfaction variable by 0.194 per one unit score.

2.	Work motivation variable = 0.729. The work motivation variable with a positive sign means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work motivation variable will increase the value of the job satisfaction variable by 0.729 per one unit score.

Table 1.4. Results of the Coefficient of Determination Test (R2) Sub Model I

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,902ᵃ	,813	,809	2,36959

a. Predictors: (Constant), Work Motivation, Career Development

b. Dependent Variable: Job satisfaction

Source: Primary Data Processed, 2022

The result of calculating the value of R Square is 0.902. This result means that 90.2% of motivation can be explained by the two independent variables above, while the remaining 9.8% is explained by other variables not included in this study.

Results of Path Analysis Sub Model I

Referring to the regression output of Sub Model I, it can be seen that the significance value of the two variables, namely work development = 0.043 and work motivation = 0.000. These results give the conclusion that the regression of Sub Model I, namely the variable of job development has a significant effect on job satisfaction, and the variable of work motivation has a significant effect on job satisfaction. The value of R2 or R Square contained in the Model Summary table is 0.902. This shows that the contribution or contribution of the influence of work development variables and work motivation to the job satisfaction variable is 90.2%, while the remaining 9.8% is the contribution of other variables not included in the study. Meanwhile, the value of 1 can be found using the formula 1 = (1-0.902) = 0.313.

Table 1.5. Results of t-test Sub Model II

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,525	3,024		2,819	,006
	Career development	,054	,123	,060	,435	,664
	Work motivation	,889	,183	,862	4,853	,000
	Job satisfaction	-,124	,138	-,142	-,902	,370

a. Dependent Variable: Performance

Source: Primary Data Processed, 2022

In the table, the t-test statistic is obtained, as follows:

1.	Job satisfaction variable, with a probability level of 0.370. Thus, it can be concluded that P = 0.370 > á = 0.05, so reject the hypothesis that the job satisfaction variable has a significant effect on performance.

2.	Career development variable with a probability level of 0.664. Thus, it can be concluded that P = 0.664 > á = 0.05, so reject the hypothesis which states that career development variables have a significant effect on performance.

3.	Work motivation variable with a probability level of 0.000. Thus, it can be concluded that P = 0.000 < á = 0.05, so accept the hypothesis that the work motivation variable has a significant effect on performance.

Thus, the path analysis equation can be arranged as follows:

$$Y = 0,060 X1 + 0,862 X2 + 0,142 Z$$

The analysis equation model means:

1.	Career development variable = 0.060. Career development variables with a positive sign mean that they have a unidirectional effect, which means that each addition or increase in the value of one unit score of the career development variable will increase the value of the performance variable by 0.060 per one unit score.

2.	Work motivation variable = 0.862. The work motivation variable with a positive sign means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work motivation variable will increase the value of the performance variable by 0.862 per one unit score.

3.   Job satisfaction variable = 0.142. Job satisfaction variable with a positive sign means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score of the job satisfaction variable will increase the value of the performance variable by 0.142 per one unit score.

Table 1.6. Coefficient of Determination Test Results (R2) Model II

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,789ª	,623	,609	2,96114

a. Predictors: (Constant), Job Satisfaction, Career Development, Work Motivation

b. Dependent Variable: Performance

Source: Primary Data Processed, 2022

The result of calculating the value of R Square is 0.609. This result means that 60.9 percent of performance can be explained by the three variables above, while the remaining 39.1 percent is explained by other variables not included in this study.

Results of Path Analysis Sub Model II

The results of the analysis show that the direct effect of career development on performance is 0.060. While the indirect effect of career development on performance through job satisfaction is 0.194 x 0.142 = 0.027. Then the total effect given by the career development variable on performance is the direct effect plus the indirect effect, namely 0.060 + 0.027 = 0.087. Based on the results of the above calculations, it can be seen that the direct influence value is 0.060 and the indirect effect is 0.027, which means that the direct influence value is greater than the indirect effect value. These results indicate that indirectly the career development variable through job satisfaction does not have a significant effect on performance.The results of the analysis show that the direct effect of work motivation on performance is 0.862. Meanwhile, the indirect effect of work motivation on performance through job satisfaction is 0.729 x 0.142 = 0.103. Then the total effect given by the work motivation variable on performance is the direct effect plus the indirect effect, namely 0.862 + 0.103 = 0.965. Based on the calculation results above, it can be seen that the direct influence value is 0.862 and the indirect effect is 0.103, which means that the direct influence value is greater than the indirect effect value. These results indicate that indirectly the variable of work motivation through job satisfaction does not have a significant effect on performance.

DISCUSSION

Effect of Career Development on Job Satisfaction

Career development variables have a positive and significant effect on job satisfaction at PT. Mark Dynamic Medan. The career development variable has a regression coefficient value of 0.194 which has a unidirectional effect, which means that each addition or increase in the value of one unit score of the career development variable will increase the value of job satisfaction of PT. Mark Dynamic Medan is 0.194 per one unit score.Based on the results of testing the first hypothesis, it is known that career development has a significant influence on job satisfaction of employees of PT. Mark Dynamic Medan. This means that the relationship between leaders and subordinates or to colleagues is one of the important factors that can affect employee job satisfaction at work. A close and mutually supportive relationship with co-workers and leaders is very important and has a strong relationship in achieving company goals, the better the leader in supervising his employees, the more comfortable employees will be in doing their work, and vice versa.

The Effect of Work Motivation on Job Satisfaction

The work environment variable has a positive and significant effect on motivation at PT. Mark Dynamic Medan. The work motivation variable has a regression coefficient value of 0.729 which has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work motivation variable will increase the value of employee satisfaction at PT. Mark Dynamic Medan is 0.729 per one unit score.Based on the results of testing the second hypothesis, it is known that work motivation has a significant influence on employee satisfaction at PT. Mark Dynamic Medan. This means that good work motivation will determine the comfort of employees in carrying out their work. If working conditions are good, it can increase job satisfaction in employees which in turn can have a positive influence on employee performance. Vice versa, if working conditions are bad, employees will not have high job satisfaction so that it will have a negative influence on their performance.

Effect of Career Development on Performance

Career development variables have a positive and insignificant effect on performance at PT. Mark Dynamic Medan. The career development variable has a regression coefficient value of 0.060 which has a unidirectional effect, which means that each addition or increase in the value of one unit score of the career

development variable will increase the performance value of PT. Mark Dynamic Medan is 0.060 per one unit scoreBased on the results of testing the third hypothesis, it is known that career development has a significant influence on the performance of PT. Mark Dynamic Medan.

The Effect of Work Motivation on Performance

Work motivation variable has a positive and insignificant effect on performance at PT. Mark Dynamic Medan. The work motivation variable has a regression coefficient value of 0.862 which has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work motivation variable will increase the performance value of PT. Mark Dynamic Medan is 0.862 per one unit score.Based on the results of testing the fourth hypothesis, it is known that work motivation has a significant influence on the performance of PT. Mark Dynamic Medan.

The Effect of Job Satisfaction on Performance

Job satisfaction variable has no significant positive effect on employee performance at PT. Mark Dynamic Medan. The job satisfaction variable has a regression coefficient value of 0.142 which has a unidirectional effect, which means that each addition or increase in the value of one unit score of the motivation variable will increase the performance value of PT. Mark Dynamic Medan is 0.142 per one unit score.Based on the results of testing the fifth hypothesis, it is known that job satisfaction has a significant effect on the performance of PT. Mark Dynamic Medan.

The Effect of Career Development on Performance through Job Satisfaction

Based on the results of the Sobel test calculation, it is known that the t value is 19,663, so that the t value is 19,663 > t table 1,988, it can be concluded that the job satisfaction variable is able to mediate the relationship of the influence of career development on performance. And based on path analysis, it is known that the influence of career development on the performance of employees of PT. Mark Dynamic Medan is 37%, which consists of a direct effect of 14.7% and an indirect effect of career development on performance through job satisfaction of 22.3%. The results of this calculation show that the direct effect of career development on performance is smaller than the indirect effect. Thus it can be said that career development is less effective in improving performance, in other words it can be emphasized that career development has no effect if there is an increase in employee performance in carrying out their duties.Based on the results of testing the sixth hypothesis, it is known that career development through job satisfaction has an influence on the performance of PT. Mark Dynamic Medan. The results showed that job satisfaction has a role in mediating the influence on career development on performance.

The Influence of Work Motivation on Performance through Job Satisfaction

Based on the results of the Sobel test calculation, it is known that the t value is 1.509, so that the t value is 1.509 > t table 1.988, it can be concluded that the job satisfaction variable is able to mediate the relationship between work motivation and performance. And based on path analysis, it is known that the influence of work motivation on the performance of employees of PT. Mark Dynamic Medan is 118.5%, which consists of a direct effect of 51.4% and an indirect effect of work motivation on performance through job satisfaction of 67.1%. The results of this calculation indicate that the direct effect of work motivation on performance is smaller than the indirect effect. Thus it can be said that the effect of work motivation will be greater in increasing performance (if done through job satisfaction.Based on the results of testing the seventh hypothesis, it is known that work motivation through job satisfaction has an influence on the performance of PT. Mark Dynamic Medan. The results showed that job satisfaction has a role in mediating the effect of work motivation on performance.

IV.   CONCLUSION

Based on the results of research and discussion through proving the hypothesis on the issues raised, it can be concluded that: Career development has a positive and significant effect on job satisfaction at PT. Mark Dynamic Medan. This means that this condition proves that the better career development can increase job satisfaction. Work motivation has a positive and significant effect on job satisfaction at PT. Mark Dynamic Medan. This means that this condition proves that the better work motivation can increase job satisfaction. Career development has a positive but not significant effect on performance at PT. Mark Dynamic Medan. This means that this condition proves that the better career development can improve performance but not significantly. d. Work motivation has a positive and significant effect on performance at PT. Mark Dynamic Medan. This means that this condition proves that the better work motivation can improve performance. Job satisfaction has a positive but not significant effect on employee performance at PT. Mark Dynamic Medan. This means that this condition proves that the higher job satisfaction can improve

performance but not significantly.The influence of career development on the performance of employees of PT. Mark Dynamic Medan will be greater if it is done through job satisfaction. The direct effect of job development on performance is smaller than the indirect effect of career development on performance. It can be concluded that job satisfaction is able to mediate the effect of career development on performance. The influence of work motivation on the performance of employees of PT. Mark Dynamic Medan will be greater if it is done through job satisfaction. The direct effect of work motivation on performance is smaller than the indirect effect of work motivation on performance. It can be concluded that job satisfaction is able to mediate the effect of work motivation on performance.

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