

The Effect of Competency and Organizational Support on Employee Performance Mediated by Career Development at Hospital X

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Abstract. In a competitive healthcare industry, employee performance is the main determinant of service quality. Hospital X, as a private hospital, faces challenges in maintaining the optimal performance of its nurses. Organizational competence and support are thought to strongly influence performance, with career development as a potential mediating factor. This research aims to investigate the factors that influence employee performance with a focus on competence, organizational support, and career development at Hospital X. The research population consisted of 104 permanent employees from the Nursing Department. Data analysis was conducted using the Structural Equation Model Partial Least Square (SEM-PLS). The results show that competence has a significant positive effect on employee performance and career development. Likewise, organizational support significantly influences both employee performance and career development. Career development is found to have a strong and positive impact on employee performance. Moreover, career development significantly mediates the relationship between competence and employee performance, as well as the relationship between organizational support and employee performance. These findings suggest that enhancing employee competence and providing organizational support, along with facilitating career development, are critical strategies to improve employee performance.

Keywords: competence, Organizational Support, Employee Performance, Career Development.

INTRODUCTION

Hospitals are a vital pillar of any country's health system, including Indonesia. With a growing population, the need for quality healthcare services is becoming increasingly urgent. In Indonesia, particularly in Jakarta, this situation is even more complex. Jakarta, as a center of economic activity, attracts millions of immigrants from various regions, fueling rapid population growth. To date, Jakarta has more than 130 hospitals, comprising various types, ranging from general hospitals and specialized hospitals to private hospitals. Despite this significant number, the distribution of healthcare services in Jakarta remains uneven. Some areas experience a shortage of healthcare facilities, while in others, such as the city center, overcrowding can potentially compromise the quality of care.

Seeing this situation, PT. X, a company engaged in healthcare services, established its presence in the community with the slogan "Serving Wholeheartedly, the Pride of the Nation," which subsequently became the foundation for PT. X to establish business units in the form of private hospitals in various areas in Greater Jakarta (*Jabodetabek*) and Bandung. Currently, PT. X has five hospitals and two clinics: X Antasari Hospital, X Duren Tiga Hospital, X Saharjo Hospital, X Tangerang Hospital, X Depok Hospital, X Clinic Bandung, and X Clinic Kemang.

As a private hospital located in the heart of the city, Hospital X embraces the concept of a hospital that feels like a home for its patients. From the building to the interior, the hospital's design is crafted to feel like a home for patients, ensuring that each phase of the medical examination at PT. X provides a patient journey that is not as intimidating and stressful as people might imagine.

Hospital X also follows the development trends of advanced healthcare technology, in

line with advances in medical science. This requires the hospital to have reliable human resources, with the hospital's human resources always staying up-to-date with scientific and technological developments. In this context, improving employee performance becomes a primary focus. Previous research has established a strong foundation for the factors influencing employee performance. Studies by Trisniarty (2022), Malik and Mahyul (2022), and Setyabudi (2021) have consistently demonstrated that competence has a significant positive effect on employee performance. Furthermore, research by Lusy Diah & Krisnawati Steyaningrum (2021), Samsul Arifin & Didit Darmawan (2022), and John Chaidir et al. (2023) confirms that organizational support is another crucial determinant of performance. The role of career development as both a direct influencer and a mediating variable has also been highlighted in studies by Muh Sutoro (2020) and Sisilia Imaculata Seku & Struce Andriyani (2023), who found it positively affects performance, and by R.A.N. Wijaya S.A. (2020) and Ariska Adittyia et al. (2021), who identified its mediating role between competence and performance. Similarly, Hasna Aghnia Nabila & Intan Ratnawati (2020) and Rismanto (2020) found career development mediates the relationship between organizational support and performance.

However, despite the abundance of individual studies on these variables, there is a scarcity of research that integrates all three constructs—competence, organizational support, and career development—within a single model, specifically in the context of a private hospital's nursing department in Indonesia. This research aims to fill that gap by investigating the simultaneous influence of competence and organizational support on employee performance, with career development acting as a mediating variable at Hospital X.

The purpose of this research is to analyze the influence of competence on career development, the influence of organizational support on career development, the influence of competence on employee performance, the influence of organizational support on performance, and the indirect influence of competence and organizational support on performance mediated by career development at Hospital X. This research is expected to provide benefits both theoretically and practically. Theoretically, the results of the research can enrich the treasure of human resource management science, especially regarding the role of career development as a mediating variable in the relationship between competence, organizational support, and employee performance in the health sector. Practically, research findings can be a reference for the management of Hospital X in designing effective HR development strategies, increasing organizational support, and developing sustainable career development programs, so that it can ultimately improve the overall performance of the organization.

RESEARCH METHOD

Sekaran and Bougie (2016) in Nova Deswira define research as an organized, systematic, data-based, critical, objective, and scientific investigation of a problem with the aim of finding a solution to that problem. This study uses a quantitative approach. The quantitative approach is research conducted by obtaining data in the form of numbers or quantitative data (Sekaran and Bougie, 2016, in Nova Deswira). In this study, the researchers used a causal research design. Causal research explains one or more factors that cause a problem. In a causal relationship, there are independent variables (variables that influence) and dependent variables (variables that are influenced) (Sekaran and Bougie, 2016, in Nova Deswira).

The data source used in this study is primary data. Sekaran and Bougie (2016) in Nova Deswira state that primary data is information obtained firsthand by researchers related to the variables of interest for specific study purposes. In this study, data collection was conducted through questionnaires. A questionnaire is a data collection technique carried out by providing a set of written questions to respondents to answer. The principles of writing a questionnaire are: the principles of writing, measurement, and physical appearance.

1. Population and Sample

a. Research Population

According to Sekaran and Bougie (2016) in Nova Deswira, population is defined as the entire group of people, events, or things that the researcher wishes to investigate. In this case, the entire observation unit (e.g., individuals, objects, and organizations) is the focus of the research and from which samples are drawn for analysis.

The population in this study consisted of employees in the Nursing Department of Hospital X, with a total of 104 permanent employees with over one year of service.

b. Research Sample

According to Gama and Alves (2021), a sample is a subgroup of population elements selected to participate in a study. Sampling is conducted due to limitations in conducting research, including funding, time, and effort, as well as the large population size. Therefore, the sample must be truly representative. There are various sampling techniques used in research. According to Sugiyono (2017), sampling techniques are used to determine the sample to be used in research. In this study, the authors used nonprobability sampling, a sampling technique that does not provide an equal opportunity for each member of the population to be selected as a sample (Sugiyono, 2017). The sampling technique used is saturated sampling, a sampling technique where all members of the population are used as samples (Sugiyono, 2017). The sample used in this study consisted of the nursing department staff at Hospital X, totaling 104 permanent employees.

2. Descriptive Statistics

Descriptive statistics is a method of data analysis used to describe or illustrate the characteristics of data collected from respondents, without the intention of generalizing or drawing inferential conclusions (Sugiyono, 2021). In the context of this research, the data analyzed were the results of respondents' responses to a previously distributed questionnaire. Descriptive statistical analysis was conducted to provide an overview of the respondents' characteristics and to describe each research variable based on the empirical data obtained.

3. Data Analysis

Data analysis is the stage undertaken after all data from various sources have been collected. The purpose of processing and calculating data is to answer the problem statement and test previously formulated hypotheses. Therefore, researchers must ensure that the data analysis method applied is appropriate to the characteristics and type of data collected, so that the analysis results can provide valid and scientifically accountable conclusions.

The data analysis technique used in this research is quantitative analysis, a method that quantifies research data to obtain the information needed for the analysis process. The data analysis model used is Structural Equation Modeling (*SEM*) with a Partial Least Squares (*PLS*) approach, which allows for simultaneous testing of relationships between variables and a comprehensive assessment of the conceptual model.

Partial Least Squares (*PLS*) is an approach in Structural Equation Modeling (*SEM*) based on component-based or variance methods, specifically designed to facilitate prediction and testing of theoretical models. Conceptually, *PLS* views latent variables as linear aggregates of their measurement indicators. The weight estimates used to generate latent variable component scores are obtained by specifying two main models: an inner model, which is a structural model that describes the relationships between latent variables, and an outer model, which is a measurement model that explains the relationship between indicators and the latent constructs they represent.

The advantage of the *SEM-PLS* method lies in its flexibility, which can accommodate various types of measurement scales and does not require large sample sizes. Furthermore, *SEM-PLS* does not require the assumption of a multivariate normal distribution, making it highly suitable for use with empirical data that often does not meet this assumption. This approach is also highly appropriate for research models involving mediating variables and other complex models (Hair et al., 2019).

RESULTS AND DISCUSSION

After analyzing the hypothesis testing data, the results were discussed.

a) The Effect of Competence on Employee Performance

The results of testing the effect of competency on employee performance, using the direct effect hypothesis, showed a significant positive effect of competency on employee performance in the Nursing Department of Hospital X. This indicates that higher employee competency at Hospital X leads to improved performance. Employees who possess competency and experience improvements significantly impact employee and company performance in achieving established targets. This finding aligns with previous research conducted by Trisniarty (2022), Malik and Mahyul (2022), Setyabudi (2021), and Sain Mustain and Ony Djogo (2021), which found that competency significantly influences employee performance.

Service organizations, such as hospitals, strive to create a hospital with a good image in the eyes of their patients, largely determined by the quality of their standardized human resources. Creating quality, standardized human resources is of course related to competence. Competence, in addition to determining a person's behavior and performance, also determines whether someone performs a job well based on predetermined criteria. Competence consists of a number of key behaviors required to carry out a specific role to produce satisfactory work performance. These behaviors are usually required consistently by employees performing work activities. Behavior without intent and purpose cannot be called competence (Rusvitawati, 2019). Every organization must have a goal, and to achieve that goal, effective task execution by employees is required. Achieving that goal itself is a desired and predetermined target. With high work competence, an employee will be able to contribute much to the organization, conversely, with low competence, an employee will not be able to complete their tasks optimally, which ultimately hinders the achievement of organizational goals. Improving employee work competencies in an adequate organization plays a role in employee performance which can then improve organizational performance as well (Dermawan et al., 2022)

Employee competence means being able to complete their work according to deadlines and work program objectives. Highly competent employees can help the continuity and growth of the company. To obtain a professional title, an employee must meet predetermined standards.

Every employee must have competent work skills to support their future career, including ethics, good and effective communication, critical thinking, cooperation, delegation, self-confidence, mastery of analytical technology, and communication skills. The ability to describe what individuals do in the work environment at different levels, recognize the qualities, information, and abilities expected by people who empower them to complete their actual obligations and obligations to achieve the principle of quality proficient in work (Simanjuntak et al., 2023).

b) The Influence of Competence on Employee Career Development

The results of testing the influence of competency on employee career development, using the direct effect hypothesis, showed that there was a significant positive influence of competency on employee career development in the Nursing Department of Hospital X. This indicates that the higher the competency of employees at Hospital X, the more it will improve their career development at the hospital. This is in line with previous research conducted by Pita Septiani et al. (2024) that competency development has a positive and significant influence on career development and Melyscha Imanuella Keka et al. (2021) that competency has a significant influence on career development.

Competence encompasses the skills, knowledge, attitudes, and behaviors needed to effectively carry out tasks and responsibilities. Comprehensively, employee competence plays a crucial role in career development. Employees possess the appropriate skills and knowledge to succeed in their positions and functions, as well as to achieve and secure good career opportunities in the future. Competence is the result of a combination of potential and ability, which are inseparable from individual talent. Ability, on the other hand, refers to a person's proficiency in performing various activities developed through knowledge and skills (Merzouki et al., 2022). Competence is a fundamental attribute that influences effective performance in the workplace. More than simply completing tasks, competence involves an employee's ability to exceed expectations and achieve exceptional results. In this context, competence relates to the ability to provide added value through the best possible execution of tasks and work. Career development within an organization can impact employee performance within the organization itself. Therefore, organizations/companies must provide career development for all their employees so that the organization can realize the company's future vision. The talent and quality of employee abilities rely on the development activities and career development programs offered by the organization. Improving employee skills and preparing them for future employment. Career development is a form of corporate support that encourages and motivates employees to develop their careers to achieve greater heights in both position and income. Career development efforts are a form of human resource management implemented through career development programs (CDPs). Through planned career development programs, employee motivation and productivity, as well as job satisfaction, will increase (Aminah et al., 2024).

Professional career development for hospital employees means establishing competency levels for implementing nursing care in hospitals, within the limits of clinical authority, and enhancing professional nursing services. Career development emphasizes high levels of competency, requiring nurses to possess the ability to think rationally, accommodate environmental conditions, recognize themselves, learn from experience, and achieve self-actualization. Competence is a combination of knowledge and skills within a management

environment, demonstrating a person's maximum physical and mental capabilities with stable characteristics (Syafaatinur & Santoso, 2022).

c) The Influence of Organizational Support on Employee Performance

The results of testing the influence of organizational support on employee performance, using the direct effect hypothesis, showed a significant positive effect of organizational support on employee performance in the Nursing Department of Hospital X. This indicates that the better the organizational support at Hospital X, the greater the performance improvement. This is in line with previous research conducted by Lusy Diah and Krisnawati Steyaningrum (2021), Samsul Arifin and Didit Darmawan (2022), Ai Elis Karlinda, et al. (2022), and John Chaidir, et al. (2023), which stated that high levels of organizational support for employees significantly influence employee performance. Organizational support is crucial for achieving long-term goals and success. Strong, positive organizational support can improve employee performance. Perceived organizational support is a global belief developed by employees about the extent to which the organization's commitment to them (employees) is formed, as seen in the organization's appreciation for their contributions and the organization's attention to their lives. According to (Eisenberger et al., 2017), perceived organizational support is a state in which employees feel confident in the organization's level of attention to the contributions they have made, thus contributing to their well-being (Pratiwi et al., 2024).

Organizational support is one of the most important aspects for employees in an organization. When employees feel supported by the organization, they will actively contribute to continuously strive to achieve the organization's goals. Coworkers and supervisors are individuals who have a significant influence on employee performance. Therefore, coworker support has the ability to make the work environment a pleasant or unpleasant place to spend time. Conducive and comfortable organizational support is one of the factors that influence an employee's level of performance (Hutauruk et al., 2024). According to (Robbins & Judge, 2019), organizational support is the process by which individuals organize and interpret their sensory impressions to give meaning to their environment. Organizational support provided by superiors to employees can reflect a sense of caring and personally, an employee will feel appreciated for their work. Support provided by superiors can take the form of verbal appreciation and opportunities for intensive communication about work achievements.

Every employee needs to feel the support provided as a manifestation of the organization's appreciation for them. High performance will be balanced with organizational support in carrying out their responsibilities in the work environment. However, in practice, organizational support provided is not only in the form of predetermined support but also needs to include support in the form of verbal appreciation from leaders to their employees in quite difficult situations. Organizations provide this form of support in the hope that an employee will have superior skills at work and be able to improve the balance between personal and organizational goals (Umihastanti & Frianto, 2022).

d) The Influence of Organizational Support on Employee Career Development

The results of testing the influence of organizational support on employee career development, using the direct effect hypothesis, showed a significant positive influence of organizational support on employee career development in the Nursing Department of Hospital X. This indicates that the better the organizational support at Hospital X, the more likely it is that employees' career development will improve. This finding aligns with previous research

by Alif Noor Cahya Purnama (2020) that found organizational support significantly influences career development.

Organizational support is a key factor in shaping employee behavior. Employees who feel fairly treated and supported by their company contribute more to their work and organization, as they feel like they are part of the company, not just an employee performing a specific task. Organizational support significantly impacts career development. Organizations provide a supportive environment that facilitates employee growth, leading to greater motivation, productivity, and the ability to perform tasks to achieve career goals.

Career development is a major concern for individuals because having certainty about a positive career path can lead to a more peaceful life. The importance of career development is paramount for both individuals and organizations. Changes that occur have consequences for organizations, requiring them to understand how to effectively empower individuals. One way to encourage members to work hard is by fostering commitment to the organization. The perception of positive career development, along with supporting factors such as organizational support, is also a key factor contributing to organizational commitment. Organizational support is perceived support from the organization, perceived as a guarantee of the assistance needed to effectively perform work and overcome stressful situations (Purnama, 2020). According to Robbins and Judge (2015), organizational support is the degree to which a member believes the organization values the contributions they have made and cares about the well-being of its members. Support can be defined as a form of development provided by the organization to its members.

e) The Effect of Employee Career Development on Employee Performance

The results of testing the effect of employee career development on employee performance, using the direct effect hypothesis, showed a significant positive effect of employee career development on employee performance in the Nursing Department of Hospital X. This indicates that the higher the employee career development at Hospital X, the greater the hospital's performance. This is in line with previous research conducted by Muh Sutoro (2020), Sisilia Imculata Seku and Struce Andriyani (2023), and Martalina Zwita Ompungsunngu, et al. (2024), which showed that career development has a positive effect on employee performance.

Career development is one factor that can influence a person's performance, enabling employees to strive to complete their work better. Career development is the process of improving an employee's work abilities, which encourages improved performance in order to achieve their desired career. Company-supported career development expects feedback from employees in the form of good performance. Career development is the self-development activities undertaken by an individual to realize their personal career plans (Balbed & Sintaasih, 2019). Employees will feel motivated or encouraged to improve their performance if they are given career development such as job promotions. This means that increased career development, such as job promotions, will also improve their performance (Sari & Rahyuda, 2022).

f) The Influence of Competence on Employee Performance through Career Development

The results of the indirect effect test using intervening variables indicate that competency influences employee performance through career development in the Nursing Department of Hospital X. This indicates that career development is a variable that can mediate the influence

of competency on employee performance. These results align with previous research conducted by R.A.N. Wijaya S.A. (2020), which found a significant influence of competency on performance, mediated by career development. Ariska Adittya et al. (2021) found that career development, as a mediator for competency, has been shown to influence performance.

Competence can influence employee career development, as employees with superior competencies will have more career development opportunities than those without, resulting in improved employee performance. Essentially, company-initiated career development programs expect employee feedback in the form of high performance. When work performance is good, employees will have the opportunity to occupy certain positions. Conversely, when employee performance is objectively assessed as poor, opportunities for career development become increasingly difficult. Therefore, good career development does not always improve employee performance, as career development occurs when job openings at higher career levels become widely available, making it more likely that someone with the best performance will be able to fill the vacant position (Hamdan et al., 2023).

Career and competency development are priorities that must be highlighted in institutions, in this case, hospital management. Competence is a definitive step in determining the expected intentions of a company. Employees who can complete tasks well certainly have high work competency. Employees who possess high competence and are capable of maximizing assigned tasks and can complete them within the specified timeframe and objectives can also influence employee survival and company advancement (Adittya et al., 2021). Career development has a relevant impact on employee performance, meaning the more effective career development carried out in hospitals, the more it supports someone who can occupy a position within a company. The goal of a career is to aspire to a high position/title within a company. However, the role of career development as a mediator for competency has been proven to impact performance. Personal development to achieve career plans and human resource development to achieve work plans according to career levels or organizational levels is called career. An employee who has career development will perform optimally and be more loyal to the company.

g) The Effect of Organizational Support on Employee Performance through Career Development

The results of the indirect effect test using intervening variables indicate that organizational support influences employee performance through career development in the Nursing Department of Hospital X. This indicates that career development is a variable that can mediate the influence of organizational support on employee performance. These results align with previous research conducted by Hasna Aghnia Nabila and Intan Ratnawati (2020) and Rismanto (2020).

In the workplace, employee performance is a key factor determining an organization's success. One factor that can improve employee performance is organizational support. Organizations that provide support to their employees tend to have a more motivated, loyal, and productive workforce. However, organizational support not only directly impacts performance but can also work through career development. Career development is a process by which organizations assist employees in achieving their career goals, whether through promotions, training, mentoring, or job rotation. Career development can strengthen the relationship between organizational support and employee performance. When organizations support

employees' career development, they are more motivated to make their best contributions to the company.

Furthermore, this indicates that if an employee receives support from the organization in the form of welfare and supporting their needs, an employee will have a perception of organizational support and will feel compelled to provide reciprocity to the organization according to what they receive, and in the form of efforts to improve their abilities and achieve career goals. One way is by fostering a sense of employee engagement that ultimately employees will willingly contribute in the form of the best performance results for the success of the organization (Fitriani et al., 2022). Organizational support, whether in the form of organizational support in the form of facilities and infrastructure, assistance, contributions to employee career development, assistance, willingness to listen to complaints, and reliability in work are deeply felt by employees. Likewise, justice is indeed applied to all employees, such as notification of important events, the application of honesty values, notification of bad things/events that occur, respect, obligation, and mutual love, are strongly felt by employees. The existence of fair treatment for every employee can create a good work situation, so that employees feel there is a value of justice in their work (Mujibburahman et al., 2020).

CONCLUSIONS

Based on the research results, it can be concluded that both competence and organizational support, directly and indirectly through career development, have a significant and positive influence on employee performance in the Nursing Department of Hospital X. This finding confirms that improving individual competence and creating a supportive work environment are crucial foundations for employee career advancement, which ultimately leads to improved performance. Thus, career development acts as an effective mediating mechanism in strengthening the relationship between competence and organizational support and employee performance achievements. Therefore, to optimize overall organizational performance, the management of Hospital X is advised to design and implement ongoing training programs to improve employees' technical and non-technical competencies, strengthen supporting policies and infrastructure that reflect real organizational support, and develop structured, transparent, and sustainable career development maps and programs to ensure that each employee has a clear path for development according to their potential and contribution to the organization.

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