

The Effect of Competence and Organizational Culture on Employee Performance with Career Development as an Intervening Variable

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ABSTRACT

This study examines the impact of competence and organizational culture on employee performance, both directly and through career development, at the Department of Fisheries in Merauke Regency. Employing a quantitative causal approach, data were collected from 107 employees via a survey and analyzed using Structural Equation Modeling (SEM) with AMOS 24.00. Findings reveal that competence indirectly affects performance through career development, while organizational culture influences performance directly and indirectly. Career development mediates the effects of competence and culture on performance. This study suggests enhancing career development to improve employee performance, considering competence and organizational culture.

ABSTRAK

Penelitian ini meneliti pengaruh kompetensi dan budaya organisasi terhadap kinerja pegawai, baik secara langsung maupun melalui pengembangan karir, di Dinas Perikanan Kabupaten Merauke. Menggunakan pendekatan kausalitas kuantitatif, data dikumpulkan dari 107 pegawai melalui survei dan dianalisis menggunakan Structural Equation Modeling (SEM) dengan AMOS 24.00. Hasil penelitian menunjukkan bahwa kompetensi mempengaruhi kinerja secara tidak langsung melalui pengembangan karir, sementara budaya organisasi mempengaruhi kinerja secara langsung dan tidak langsung. Pengembangan karir memediasi pengaruh kompetensi dan budaya organisasi terhadap kinerja pegawai. Penelitian ini menyarankan peningkatan pengembangan karir untuk memperbaiki kinerja pegawai dengan memperhatikan kompetensi dan budaya organisasi.

INTRODUCTION

Human resources (HR) are central to the development and productivity of any organization, serving as the source of its strength (Leatemala, 2018). Despite technological advancements replacing many workforce roles, human resources remain critical in production. Effective management and development of HR are essential, particularly in competitive and unstable work environments, as seen in the Regional Apparatus Organizations (OPD). In recent years, significant changes have been witnessed in government governance to meet current demands, emphasizing the need for professional and quality public services from civil servants (ASNs) as mandated by Law No. 5 of 2014. ASNs are tasked with implementing government duties and national development while maintaining professionalism and political neutrality.

In pandemic conditions, ASNs must be innovative to enhance performance. Prastiwi et al. (2022) define employee performance as the result of work achieved according to specific criteria. Key performance indicators include knowledge, ability, work attitude, job quality, and interaction skills (Mayasari et al., 2021). The Department of Fisheries in Merauke Regency, established under Regional Regulation No. 7 of 2016 and revised by Regional Regulation No. 13 of 2018, needs help improving employee performance. Proper planning and setting of policy

directions are required to meet these challenges and achieve the performance goals outlined in the RPJMD Change Main Performance Indicators (IKU) of Merauke Regency for 2021-2025. Performance indicators are quantitative measures that describe the achievement level of activities and targets set by OPD. These indicators signal the realization of desired performance and are crucial for attaining RPJMD's objectives. Various studies emphasize the importance of competence and skills in employee performance. Competence is critical to job success, with accurate identification offering good predictive value for performance. It includes technical and non-technical factors, personality, behavior, and soft and hard skills used widely in recruitment. Sedarmayanti (2017) defines competence as the applied ability to produce employees or leaders with optimal performance. A combination of knowledge, skills, and behavior improves performance, reflecting high quality and specific role capability. Alsabbah & Ibrahim (2017) highlights the vital link between competence and performance, suggesting that employees need suitable competence. Competence enables employees to work efficiently and complete tasks expertly. Amellya et al. (2022) argue that high competence enhances work results, a theory supported by Kadir (2018), who found competence's vivacious and significant influence on subordinates' performance.

Organizational culture significantly influences employee performance. Rambulangi et al. (2024) state that organizations are formed to achieve goals through the performance of all their human resources, which is influenced by the organization's internal and external environment, including its culture. A strong organizational culture can drive and enhance effectiveness and performance in both the short and long term, providing a competitive advantage if it accurately supports the organization's strategy and responds to environmental challenges. Conversely, a poor culture hampers progress. Studies by Muis et al. (2018), Wardani (2022), and Widyawati et al. (2021) found a positive influence of organizational culture on employee performance, while Ferdian & Devita (2020), Girsang (2019), and Inggira (2021) found no significant influence.

This study addresses the research gap by introducing career development as an intervening variable between competence, organizational culture, and employee performance. Career development ensures qualified and experienced employees are available when needed and involves meaningful, continuous work activities Yusuf & Hasnidar (2020). Career development opportunities can enhance performance by aligning employees' positions with their competencies and qualifications, motivating them to improve. (Rubio et al., 2017) emphasize the importance of career development programs for organizational efficiency and effectiveness. Humaira et al. (2019) found that career development significantly influences employee performance at PT. Angkasa Pura II (Persero) Kualanamu Branch. This study proposes several hypotheses based on the literature review and identified research gaps. First, competence is hypothesized to positively influence employee performance at the Department of Fisheries in Merauke Regency. Second, organizational culture is assumed to impact employee performance positively. Third, competence is expected to affect career development, and fourth, organizational culture is predicted to impact career development significantly. Fifth, career development is believed to influence employee performance directly. The sixth and seventh hypotheses suggest that competence and organizational culture affect employee performance, with career development as an intervening variable. This quantitative study collects data through surveys of employees at the Department of Fisheries in Merauke Regency. Structural Equation Modeling (SEM) will analyze relationships between competence, organizational

culture, career development, and employee performance. The research aims to provide insights into these factors, contributing to human resource management knowledge and offering practical recommendations for enhancing employee performance and organizational effectiveness.

Employee performance

Employee performance refers to the individual achievements of workers in executing their responsibilities. According to Band (2021), employee performance encompasses the quality and quantity of work an individual completes in fulfilling their tasks. Carter et al. (2022) defined performance as the record of outcomes resulting from specific job functions or activities over time. Ardabili et al. (2023) describe the performance as a job or actual performance, highlighting the results obtained by individuals in their roles. Several factors influence performance. Puluhulawa (2019) emphasizes the importance of identifying performance deficiencies and their causes, whether related to management systems or individual employees. Improving performance involves developing action plans and evaluating the effectiveness of these plans. Bunting (2022) suggests that performance is a function of motivation and ability, influenced by factors such as education, knowledge, and experience. Jasiyah (2018) also identifies ability, motivation, support, the nature of the job, and relationships with the organization as critical determinants of performance. Performance indicators measure achievements against standards. Rambulangi et al. (2024) list quantity, quality, productivity, timeliness, and cost-effectiveness as critical metrics.

Competence

Competence refers to the behavioral dimensions necessary for satisfactory job performance (Alsabbah & Ibrahim, 2017). It includes the skills, knowledge, and appropriate work attitudes required to perform tasks effectively. Competence is crucial for individual performance and linked to criteria for superior job performance Charka et al. (2022). As Indonesian Civil Service Law No. 5 of 2014 emphasized, it encompasses technical, managerial, and socio-cultural competencies. Pavin & Defar (2023) identifies key factors influencing competence, such as beliefs, values, skills, experience, personality traits, motivation, emotional issues, intellectual ability, and organizational culture. These elements shape individuals' responses to their work environment. Rahmawati et al. (2021) highlight five aspects of competence: motives, traits, self-concept, knowledge, and skills, all influencing behavior and job effectiveness. Competence indicators include underlying characteristics that predict behavior in various work situations and show a causal relationship with performance outcomes. Jacobs (2017) describes competence as encompassing human resource development, organizational knowledge, and institutional reform. Gordon Mota & Cilento (2020) add knowledge, understanding, skills, values, attitudes, and interests as essential aspects. These dimensions define an individual's capability to perform tasks efficiently, aligning with organizational goals and leading to higher performance.

Organizational culture

Organizational culture, a concept adopted from anthropology, gained attention in the 1980s and 1990s as scholars examined why American companies struggled against Japanese

firms. Azizan et al., (2023) defines it as a system of shared meanings distinguishing one organization from another. Tunçsiper & Mutlu (2020) describe it as shared assumptions shaping members' perceptions, thoughts, and reactions to their environment. Kononov & Ledeneva (2021) view it as patterns of shared assumptions learned by a group to solve external adaptation and internal integration problems. The foundation of organizational culture lies in values and beliefs influencing ethical behavior. Identifies critical components of values, including belief concepts and behavior evaluation guidelines. The organization explicitly chooses espoused values, while employees exhibit enacted values. Functions of organizational culture include defining boundaries, conveying identity, facilitating commitment, promoting stability, and shaping behavior (Azizan et al., 2023). Observable behaviors reflect underlying assumptions and values. Indicators include innovation, outcome orientation, people orientation, attention to detail, team orientation, aggressiveness, and stability. Sulaksono (2015) notes that being innovative, risk-taking, results-oriented, considering employees' interests, and detail-oriented collectively define organizational interactions, influencing overall effectiveness and adaptability.

Career development

Career development is crucial for an organization's future success, as it ensures the growth and competitiveness of its human resources (Maier et al., 2014). Career, in a broad sense, encompasses lifelong professional progress. Through education and training, career development enhances employees' technical, theoretical, conceptual, and moral capabilities Al Remeithi & Ahmad (2020). It involves planned and continuous efforts by the organization and the employees (Jurburg et al., 2017). Several factors influence career development. Fair treatment in career advancement, based on objective criteria, is essential. Direct supervisors' involvement and feedback help employees improve and increase their promotion prospects. Access to promotion information ensures transparency and fairness. Individual interest in career development varies based on age, gender, current job, education, and personal responsibilities. Job satisfaction also plays a role, as employees who feel they have achieved their maximum potential may be content with their current position. Indicators of career development include organizational policies, job performance, educational background, training, work experience, loyalty to the organization, and interpersonal skills (Hosen et al., 2024). These factors collectively determine the opportunities and progression in an employee's career.

RESEARCH METHODS

This study employs a descriptive quantitative research design to analyze the impact of competence and organizational culture on employee performance, with career development as an intervening variable at the Department of Fisheries in Merauke Regency. Conducted from August to December 2022, it covers all aspects of HR management, involving 107 Civil Servants using the census method. A Likert-scale questionnaire was the primary research instrument. Data collection included primary data from questionnaires and interviews and secondary data from library research and documentation. The variables examined were competence (X1), organizational culture (X2), employee performance (Y), and career development (Z). Validity and reliability tests used the calculated r-value and Cronbach's alpha technique. Data analysis utilized Structural Equation Modeling (SEM) to explore causal relationships, assessing sample

adequacy, outliers, and data normality. The model evaluation employed fit indices such as Chi-Square, RMSEA, AGFI, CFI, and TLI, and the Sobel test determined the mediating role of career development. The study provides insights into factors influencing employee performance at the Department of Fisheries.

RESULTS AND DISCUSSION

Result

Validity Test

The validity test measures the legitimacy or validity of a questionnaire. A questionnaire is deemed valid if its questions effectively reveal what is intended to be measured. Significance testing compares the calculated *r* value with the *r* table for the degree of freedom ($df = n-2$), where *n* is the sample size. The question is valid if the calculated *r* is greater than the *r* table and upbeat (Ghozali, 2013).

Table 1. Validity Test Results

			Estimate	S.E.	C.R.	P	Label
X1.1	<---	X1	1,000				
X1.2	<---	X1	,995	,111	8,962	***	par_1
X1.3	<---	X1	1,029	,107	9,586	***	par_2
X1.4	<---	X1	1,062	,110	9,696	***	par_3
X1.5	<---	X1	,960	,109	8,776	***	par_4
X1.6	<---	X1	1,024	,107	9,545	***	par_5
X1.7	<---	X1	,995	,108	9,192	***	par_6
X1.8	<---	X1	,790	,104	7,583	***	par_7
X2.8	<---	X2	1,000				
X2.7	<---	X2	1,139	,096	11,885	***	par_8
X2.6	<---	X2	,957	,094	10,175	***	par_9
X2.5	<---	X2	1,138	,097	11,772	***	par_10
X2.4	<---	X2	1,034	,094	10,989	***	par_11
X2.3	<---	X2	1,107	,096	11,583	***	par_12
X2.2	<---	X2	1,023	,097	10,527	***	par_13
X2.1	<---	X2	1,062	,095	11,172	***	par_14
Z8	<---	Z	1,000				
Z7	<---	Z	1,131	,118	9,601	***	par_15
Z6	<---	Z	1,036	,117	8,874	***	par_16
Z5	<---	Z	1,025	,116	8,863	***	par_17
Z4	<---	Z	1,102	,119	9,236	***	par_18
Z3	<---	Z	1,056	,115	9,163	***	par_19
Z2	<---	Z	1,069	,120	8,891	***	par_20
Z1	<---	Z	1,002	,120	8,380	***	par_21
Y8	<---	Y	1,000				
Y7	<---	Y	1,123	,132	8,509	***	par_22
Y6	<---	Y	1,045	,131	7,992	***	par_23
Y5	<---	Y	,992	,130	7,651	***	par_24
Y4	<---	Y	1,169	,138	8,492	***	par_25
Y3	<---	Y	1,015	,124	8,164	***	par_26
Y2	<---	Y	1,021	,125	8,186	***	par_27
Y1	<---	Y	1,011	,126	7,991	***	par_28

Source: Processed Data 2023

Based on Table 1, all items used to measure the variables of competence, organizational culture, career development, and employee performance in this study have correlation coefficients more significant than 0.1874 and a significance coefficient of 0.000 smaller than 0.05. Therefore, all items used to measure these variables are valid.

Reliability Test

Reliability is a tool to measure a questionnaire's consistency as an indicator of a variable or construct. A questionnaire is reliable if the responses to its questions are consistent or stable over time. Reliability can be measured in two ways (Ghozali, 2013, pp. 47-48). The first method is repeated measure, asking the same questions at different times to check for consistency. The second is a one-shot measurement, conducted once, comparing the results with other questions or the correlation between responses. This can be done using SPSS software with the Cronbach's alpha (α) statistical test. A construct is considered reliable if the Cronbach's alpha value is more significant than 0.70.

Table 2. Reliability Test Result

Variable	Cronbach's Alpha (a)	Reliability Standard	Description
Competence	0,931	0,70	Reliable
Organizational Culture	0,956	0,70	Reliable
Career Development	0,938	0,70	Reliable
Performance	0,926	0,70	Reliable

Source: Processed using SPSS 25

Based on Table 2, all Cronbach's Alpha values exceed the reliability standard of 0.70, indicating that all statements regarding competence, organizational culture, career development, and performance variables are reliable, allowing the research to proceed.

Structural Equation Modeling (SEM) Analysis

This study employs Structural Equation Modeling (SEM) for analysis. SEM is a multivariate technique combining multiple regression and factor analysis aspects to simultaneously estimate a series of dependency relationships (Ferdinand, 2014). Hypothesis testing was performed using AMOS 24.00 to analyze causality in the proposed model.

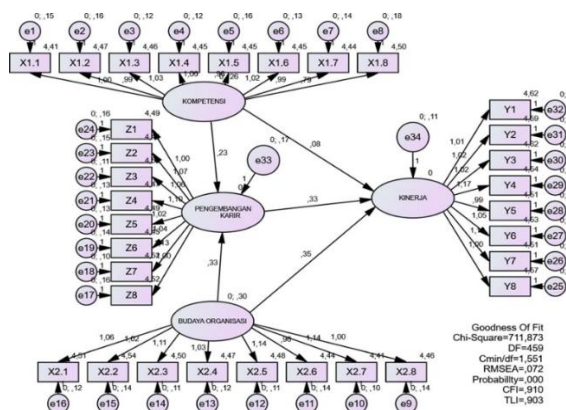


Figure 1: SEM Analysis Results

Source: Processed using AMOS 24

Most Goodness of Fit criteria provide indices exceeding the recommended thresholds. SEM analysis uses multiple criteria to measure the Goodness-of-Fit of a proposed model. The Goodness-of-Fit and cut-off values used in SEM analysis are as follows:

The Chi-Square (χ^2) is a fundamental measure indicating the overall fit of a model. A small chi-square value results in a high probability (p) value, suggesting that the input covariance matrix between the produced and observed data does not differ significantly. In this study, the chi-square value is 711.873 with a probability of 0.000, indicating a poor model fit based on chi-square. The Normed Chi-Square (CMIN/DF) is obtained by dividing the chi-square value by the degree of freedom. A CMIN/DF value of ≤ 2 indicates a good model fit. This study's CMIN/DF value is 1.551, suggesting a good fit. The Root Mean Square Error of Approximation (RMSEA) corrects the chi-square statistic's tendency to reject models with large samples. An RMSEA value of ≤ 0.08 is acceptable. In this study, the RMSEA value is 0.072, indicating a good fit based on RMSEA. The Comparative Fit Index (CFI) compares the tested model with a complete model, with values closer to 1 indicating a better fit. A CFI of ≥ 0.90 is recommended. This study's CFI value is 0.910, indicating a good fit. The Tucker-Lewis Index (TLI) assesses the fit of a model compared to a baseline model, with values close to 1 or above 0.90 considered good. This study's TLI value is 0.903, indicating a good fit. The Goodness of Fit Index (GFI) reflects the fit of a model based on residuals from predicted and actual data, with higher values indicating a better fit. A GFI of ≥ 0.90 is considered very good. This study's GFI value is 0.917, indicating a good fit. The Adjusted Goodness of Fit Index (AGFI) is an extension of GFI that is adjusted to achieve a degree of freedom. A recommended AGFI value is ≥ 0.90 . This study's AGFI value is 0.873, indicating a marginal model fit.

Based on the assessment of model fit as described above, almost all Goodness of Fit criteria provide a fit index that exceeds the recommended limit of SEM analysis using multicriteria to measure the Goodness of Fit of a proposed model. Goodness of Fit and Cut Off Value used in SEM analysis are as follows:

Table 3. Model Fit Indices

<i>Goodness-of Fit of Fit Index</i>	Value	Cut- Of Value	Description
X ² (Chi Square)	711.873	≤ 67,505	Less Good
Probability	0,000	≤ 0,05	Fit
RMSEA	0,072	≤ 0,08	Fit
CMIN/DF	1,551	≤ 2,00	Fit
TLI	0,910	≥ 0,90	Fit
CFI	0,903	≥ 0,90	Fit

Source: Processed using AMOS 24 (2023)

Hypothesis Test

Confirmatory Factor Analysis (CFA) facilitates regression interpretation. Typically, SEM output uses standardized coefficients (standardized regression weights) for hypothesis testing.

The estimated parameter value for competence is 0.081, with a standard error of 0.085 and a critical ratio of 0.962, with a probability of 0.336. Since this probability is greater than the required significance level of 0.05 (0.336 greater than 0.05), competence has a positive but insignificant effect on employee performance, indicating that while competence can enhance performance, its influence is insignificant. Conversely, the estimated parameter value for organizational culture is 0.350, with a standard error of 0.089 and a critical ratio of 3.931, with a probability of 0.000. Since this probability is less than 0.05 (0.000 smaller than 0.05), organizational culture has a positive and significant effect on employee performance, significantly improving it.

Table 4. Confirmatory Factor Analysis Results

			Estimate	S.E.	C.R.	P
Z	<---	X1	,232	,102	2,280	,023
Z	<---	X2	,326	,096	3,384	***
Y	<---	X1	,081	,085	,962	,336
Y	<---	X2	,350	,089	3,931	***
Y	<---	Z	,334	,096	3,460	***

Source: Processed using AMOS 24 (2023)

For competence in career development, the estimated parameter value is 0.232, with a standard error of 0.102 and a critical ratio of 2.280, with a probability of 0.023. This indicates a significant positive effect on career development (0.023, more diminutive than 0.05). Similarly, the estimated parameter value for organizational culture on career development is 0.326 with a standard error of 0.096 and a critical ratio of 3.384, with a probability of 0.000, showing a significant positive effect. The estimated parameter value for career development on employee performance is 0.334, with a standard error of 0.096 and a critical ratio of 3.460, with a probability of 0.000. This indicates a positive and significant effect on employee performance. Competence, positioned as an independent variable, positively but insignificantly affects employee performance. The role of career development as a mediator can bridge this gap, evaluated through the Sobel test results available at <http://www.danielsoper.com/>

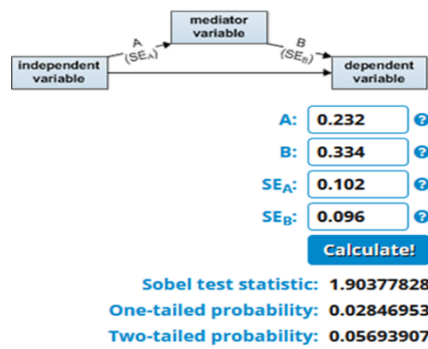


Figure 2. Sobel Test

The Sobel test indicates that competence affects career development and employee performance with a value of $1.90377828 \geq t\text{-table } 1.65833$ and a one-tailed probability of 0.028 smaller than 0.05. This shows that career development mediates the gap between competence and employee performance at the Fisheries Department of Merauke Regency.

Organizational culture, as an independent variable, exerts a positive and significant influence on employee performance. This finding instills optimism and reassurance about the potential for improvement. The key question is whether career development can mediate this relationship. This is assessed by examining the significance of the mediating variable using the Sobel test results from <http://www.danielsoper.com/>.

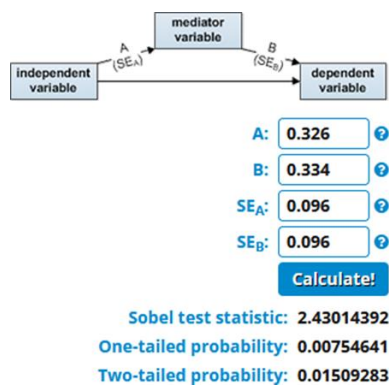


Figure 3. Uji sobel

The Sobel test indicates that organizational culture affects career development and employee performance with a value of $2.43014392 \geq t\text{-table } 1.65833$ and a one-tailed probability of 0.007 smaller than 0.05. This shows that career development mediates the gap between organizational culture and employee performance at the Fisheries Department of Merauke Regency.

Dicussion

Competence affects employee performance.

The study's findings indicate that competence has a positive but insignificant effect on employee performance at the Fisheries Department. This suggests that the existing competence levels among employees do not significantly enhance their performance, contradicting the

theoretical expectations. Competence is the knowledge, skills, and abilities integral to an individual, enabling optimal cognitive, affective, and psychomotor behaviors; competence should ideally lead to better performance. Suppose competence includes understanding work objectives, implementing effective strategies, and recognizing the importance of organizational discipline. In that case, it should be deeply embedded in one's personality and predict behavior across various job tasks. These results align with Rosmaini & Tanjung (2019) findings, which also noted competence's positive yet insignificant impact on performance. However, they contrast with studies by Nurwin & Frianto (2021), Hartati et al. (2020), and Hendriarto et al. (2021), which reported a significant favorable influence of competence on performance. The implications of these findings are multifaceted. Theoretically, they challenge the assumption that competence directly correlates with performance, suggesting a need to explore additional factors or mediating variables. Organizations must consider that simply possessing competence may not suffice; it should be effectively harnessed and aligned with performance metrics. This study contributes valuable insights, highlighting the complexity of the competence-performance relationship and prompting further research to identify the underlying mechanisms that enhance employee performance.

Organizational culture affects employee performance.

The research findings indicate that organizational culture positively and significantly impacts employee performance, affirming the hypothesis that a solid organizational culture enhances performance. This result aligns with the core concept that organizational culture is a crucial social force influencing employees' behavior, dedication, and productivity. As Ciocirlan et al. (2020) assert, organizational culture comprises the shared norms, beliefs, and values that dictate how members interact and respond to their environment. A robust and positive culture motivates employees towards positive behavior, fostering a productive and dedicated workforce. Conversely, a weak or negative culture hampers organizational goals and performance. These findings are consistent with studies by Muis et al. (2018), Wardani (2022), and Widyawati et al. (2021), all of which found a positive correlation between organizational culture and employee performance. However, they contradict studies by Ferdian & Devita (2020), Girsang (2019), and Inggira (2021), which reported no significant effect. The theoretical implications underscore the importance of managing and transforming organizational culture to optimize performance. Organizations should prioritize cultural development to support their strategic goals and enhance employee performance. This research provides valuable insights, highlighting the significant role of organizational culture in driving employee performance and organizational success.

Competence affects career development.

The findings of this study reveal that competence has a positive and significant impact on career development, supporting the hypothesis that enhanced competence leads to better career progression. This is because competence fosters employee growth and creativity in their field, ultimately leading to improved career development. Sayed et al. (2019) define competence as attributes inherent in superior and high-quality human resources, which include skills, knowledge, specific characteristics, and core values reflected in habitual thinking and actions. These consistent habits enable employees to become competent, possessing the necessary

expertise, knowledge, skills, and values to perform effectively. This study's results are consistent with Aini et al. (2020), who also found that employee competence significantly influences career development. The implications of these findings are both theoretical and practical. Theoretically, they reinforce the importance of competence as a critical factor in career development. Organizations should invest in enhancing employee competence to facilitate career growth, thereby achieving long-term success. This research contributes valuable insights into the role of competence in career development, offering a strategic perspective for human resource management. It underscores the need for continuous employee development programs to maintain a competent workforce that drives organizational goals.

Organizational culture affects career development.

The findings of this study confirm that organizational culture significantly influences career development. This aligns with the foundational hypothesis that a solid organizational culture enhances career progression by shaping employee behavior and fostering a conducive environment for growth. Organizational culture, a set of shared assumptions and beliefs, guides organizational behavior and impacts external adaptation and internal integration (Costanza et al., 2016). When consistently practiced, a positive organizational culture helps employees understand and address issues effectively, contributing to career development. This research aligns with previous studies by Wickramaratne (2020) and Erik Triatmanto (2017), which also found a significant impact of organizational culture on career development. Theoretical implications suggest that organizational culture is crucial in shaping career outcomes, emphasizing the need for a culture that supports continuous learning and development. Organizations should cultivate a positive culture to enhance career development opportunities, improving overall performance and employee satisfaction. The results underscore the importance of a supportive organizational culture in achieving sustainable growth and employee development. By investing in a strong organizational culture, companies can better align individual career goals with organizational objectives, ultimately fostering a productive and committed workforce.

Career development affects employee performance.

The study reveals that career development significantly influences employee performance. This aligns with Qory & Zona (2022) assertion that career development enhances individual capabilities and improves job performance. Employees who experience career growth exhibit increased creativity, motivation, and innovation, positively impacting their work output. Career development, as a formal approach, ensures that employees possess the necessary qualifications, skills, and experience when needed. Organizations must effectively manage and develop careers to maintain employee performance, prevent job-related frustration, and avoid declines in organizational performance. The findings are consistent with Syahputra & Tanjung (2020) research, which also found a significant impact of career development on employee performance. Theoretically, this underscores the importance of career development in enhancing job performance, suggesting that organizations should prioritize employee growth opportunities. Practically, this research implies that fostering career development can lead to a more engaged and productive workforce, ultimately driving organizational success. This study emphasizes that career development begins with the individual, who must take responsibility

for their career growth to achieve high performance. Organizations play a crucial role in providing the necessary support and opportunities for career advancement.

Competence affects employee performance through career development.

The study indicates that competence influences employee performance through career development. This relationship underscores the importance of providing career development opportunities to enhance employee performance. Alsabbah & Ibrahim (2017) emphasizes that high competence leads to improved performance, while low competence results in suboptimal performance. Career development aids employees in enhancing their technical and non-technical competencies, aligning them with appropriate roles. This alignment ensures that employees' skills and qualifications match their job responsibilities, boosting performance. These findings align with previous studies, highlighting the critical role of career development in translating competence into performance. However, this study also suggests that with career development, the direct impact of competence on performance might be expanded. Theoretically, this reinforces the idea that competence alone is insufficient for optimal performance; it must be complemented by structured career development. Organizations should implement robust career development programs to leverage employee competencies fully, thus enhancing overall performance. The research implies that employees should actively engage in career development, supported by an effective HR system. Investing in career development improves performance and increases employee motivation and job satisfaction for organizations. This study contributes to understanding how competence and career development influence performance, offering valuable insights for theoretical exploration and practical application in human resource management.

Organizational culture affects employee performance through career development

The study indicates that organizational culture significantly impacts employee performance through career development. This finding aligns with the fundamental hypothesis that a well-established organizational culture enhances employees' ability to adapt to their work environment, guiding their actions according to their values. This alignment facilitates career development, which, in turn, boosts employee performance. A robust organizational culture provides a conducive atmosphere where employees feel comfortable and motivated to develop their careers, leading to improved performance. These results are consistent with previous studies, such as those by Blustein et al. (2022), highlighting the importance of shared assumptions in fostering career development and performance. However, there is also evidence from other research that suggests organizational culture does not always have a significant impact on performance, indicating that the effectiveness of culture might depend on its specific attributes and implementation. The theoretical implication of this study is that organizational culture acts as a critical intermediary in enhancing career development and performance. Organizations should focus on cultivating a positive culture supporting career growth, likely leading to better performance outcomes. This research underscores the importance of aligning cultural values with career development initiatives for HR practitioners to maximize employee potential and organizational success. Ultimately, this study contributes valuable insights into how organizational culture can be leveraged to enhance career development and performance,

offering a practical framework for organizations aiming to achieve sustainable growth through effective human resource management.

CONCLUSION

Based on the research findings, competence does not significantly affect employee performance at the Department of Fisheries in Merauke Regency. In contrast, organizational culture significantly positively impacts employee performance in the same institution. Competence significantly influences career development, indicating that higher competence leads to better career development opportunities. Similarly, organizational culture significantly influences career development, demonstrating that a solid organizational culture fosters career growth.

Career development significantly impacts employee performance, suggesting that initiatives to improve career development can enhance overall employee performance. Moreover, career development plays a pivotal role in mediating the relationship between competence and employee performance and between organizational culture and employee performance, shedding light on its crucial role in translating competence and cultural values into improved performance outcomes.

To enhance employee performance, relevant institutions must understand and improve competence and organizational culture while fostering career development. Academics should continue to expand their knowledge and understanding of factors that can enhance employee performance in fulfilling their duties and responsibilities. Future research should consider incorporating additional variables that better explain employee performance, providing a more comprehensive understanding of the determinants of performance in organizational settings. These efforts can collectively contribute to more effective human resource management and organizational success.

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