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## **CAREER DEVELOPMENT, COMPENSATION, AND EMPLOYEE PERFORMANCE: EMPLOYEE ENGAGEMENT AS A MEDIATING FACTOR IN DOLAT RAYAT, KARO**

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### **ABSTRACT**

This study aims to analyze the influence of career development and compensation on employee performance with employee engagement as an intervening variable in Dolat Rayat District, Karo Regency. In the era of public service that demands efficiency and professionalism, improving employee performance is a crucial aspect for government agencies. Planned career development and providing appropriate compensation are believed to increase employee motivation and commitment in carrying out their duties. However, the direct influence of these two variables is not always significant without the emotional and psychological involvement of employees in their work, known as employee engagement. Therefore, this study explores the role of employee engagement as a mediating variable that bridges the relationship between career development and compensation on performance improvement. The results of this study are expected to be the basis for consideration in making human resource management policies in Dolat Rayat District, in order to create high-performance and service-oriented apparatus.

**Keywords:** *Employee Engagement*, Compensation, Performance, and Career Development.



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## **INTRODUCTION**

In the era of bureaucratic reform and improving the quality of public services, the performance of state civil servants is a fundamental aspect that determines the success of the implementation of government duties. Optimal employee performance not only impacts the internal effectiveness of the organization but also directly influences the satisfaction of the community as service recipients. Sub-districts, as regional apparatuses that play a direct role in providing administrative and social services to the community, are required to have human resources that are qualified, competent, and highly committed to their duties and responsibilities. One sub-district that is of concern in this regard is Dolat Rayat Sub-district in Karo Regency, which in carrying out its duties requires the support of professional and productive employee performance.

To improve employee performance, various managerial strategies can be implemented, including career development and appropriate compensation. Good career development creates opportunities for employees to grow, improve their skills, and achieve higher levels of competence. This not only fosters employee confidence but also strengthens loyalty and work motivation. Meanwhile, adequate compensation—whether in the form of salary, benefits, or other incentives—represents the organization's appreciation for employee contributions. Fair compensation can increase job satisfaction and motivate employees to deliver their best performance.

However, the influence of career development and compensation on employee performance is not always direct. Many studies have shown that the success of these managerial policies is highly dependent on the psychological and emotional state of employees, particularly their level of employee engagement. Employee engagement reflects the extent to which individuals feel emotionally and cognitively connected to their work. Employees with high engagement tend to be more enthusiastic, responsible, and take initiative in completing their tasks, even in challenging



situations. Therefore, employee engagement is believed to play a role as an intervening variable that bridges the influence of career development and compensation on overall performance improvement.

Through this research, the author wants to examine in depth how career development and compensation affect employee performance, both directly and indirectly through employee engagement, with a focus on employees working in Dolat Rayat District, Karo Regency. This research is expected to provide empirical contributions to the development of human resource management strategies in the local government environment, as well as become a consideration for sub-district leaders in formulating policies oriented towards improving the quality of apparatus performance in a sustainable manner.

## **LITERATURE REVIEW**

### **1. Performance**

Performance is a key concept in human resource management that is often used to assess the extent to which employees are able to carry out their duties and responsibilities effectively and efficiently. According to Sutrisno (2010), performance is the result of a person's work, viewed in terms of quality and quantity, which is influenced by skills, experience, sincerity, and use of time. This definition shows that performance achievement is inseparable from personal competence and supportive working conditions. Furthermore, Mangkunegara (2013) defines performance as the work results achieved by an employee in accordance with the responsibilities assigned to them. This means that performance is not only seen from how much work is completed, but also from the suitability of that work to the employee's formal role and responsibilities.



Meanwhile, Milkovich and Boudreau (2014) view performance as the degree to which employees are able to complete their work according to the standards or requirements set by the organization. This opinion emphasizes the importance of conformity between work output and applicable procedures or rules. In line with this, Gilbert (2015) states that performance is what a person can do according to their duties and functions within the organization, which emphasizes the employee's ability or capacity to carry out the work. Levinson (2016) adds that performance is a person's achievement or accomplishment of the tasks assigned to them, with a focus on the tangible results of carrying out those tasks.

A more comprehensive definition is provided by Kasmir (2016), who states that performance is the results of a person's work and work behavior over a specific period of time. This indicates that performance is not only assessed based on what is produced, but also on how the work process is carried out, including attitudes and work ethics during the performance of duties. Overall, these various definitions emphasize that performance encompasses three main aspects: achievement of work results (output), compliance with organizational responsibilities and standards, and work behavior within a specific timeframe. Therefore, in the context of both public and private organizations, measuring employee performance is an important indicator in assessing the effectiveness of human resource policies and the success of achieving organizational goals.

## **2. Career Development**

Career development is an important concept in human resource management related to the process of systematically increasing employee capacity and professional advancement. According to Sunyoto (2015), career development encompasses a series of stages that include promotions, transfers, and the development of structured job paths throughout one's career. This opinion shows



that career development focuses not only on changes in position or title, but also on planned and continuous career planning and management. Rachman (2016) adds that career development is the result of the interaction between individual aspirations and the career management policies implemented by the organization, so that this process is a synergy between employee needs and institutional goals. In line with this, Marwansyah (2018) emphasizes that career development includes various activities such as skill enhancement, education, work experience, and behavior modification that aim to provide added value for employees to more optimally carry out their duties.

In the context of recent research, Arief Pramono and Nopri (2025) stated that career development is the process of improving work skills to achieve a desired career path, which emphasizes the important role of competency development as a foundation for career advancement. Furthermore, a study conducted by Eman Sulaeman and colleagues (2023) stated that career development is a process and activity that prepares employees for future roles within an organization, with the primary goal of increasing job satisfaction and professional achievement. Overall, these various definitions emphasize that career development is a continuous process involving strategic planning, competency development, and balancing individual aspirations with organizational needs. Thus, career development plays a crucial role in creating productive and competitive human resources in the face of dynamic changes in the work environment.

### **3. Compensation**

Compensation is a crucial element in human resource management, directly related to work motivation, employee satisfaction, and individual and organizational performance. In general, compensation can be defined as all forms of rewards received by employees in return for their



contributions to the organization. According to Mondy and Noe (2016), compensation is a form of appreciation given to employees, both financial and non-financial, in exchange for work performed. Compensation includes base salary, incentives, allowances, and various other benefits designed to meet employees' economic and psychological needs. Meanwhile, Hasibuan (2017) states that compensation is all income in the form of money, goods, or direct and indirect facilities received by employees in return for their work. This opinion shows that compensation is not only limited to monetary aspects, but also includes various other forms of appreciation that are symbolic and motivational.

Furthermore, Dessler (2020) explains that compensation consists of two main components: direct compensation and indirect compensation. Direct compensation includes salaries and wages, while indirect compensation includes health benefits, pension plans, paid leave, and other welfare benefits. Fair and competitive compensation is believed to increase job satisfaction, foster loyalty, and strengthen employee commitment to the organization. This aligns with Rivai's (2021) opinion, which states that effective compensation serves not only as a means of reward but also as a strategic instrument for directing behavior and increasing work productivity. In the context of modern management, compensation is also viewed as an organizational investment in building motivation, trust, and long-term working relationships with employees.

Thus, based on various literature and expert opinions, compensation not only serves as a form of appreciation for employee hard work but also as a key determinant in creating a healthy, competitive, and sustainable work environment. Proper compensation management is key to attracting, retaining, and maximizing the potential of human resources within an organization.



#### ***4. Employee Engagement***

*Employee* engagement is a key concept in modern human resource management that has been extensively researched over the past two decades. This term refers to the extent to which employees are emotionally, cognitively, and behaviorally attached to their jobs and to the organization they work for. According to Kahn (1990), a pioneer in the study of employee engagement, employee engagement is a psychological state in which individuals feel secure, meaningful, and energized in carrying out their roles at work. Meanwhile, Schaufeli et al. (2002) define employee engagement as a positive state of enthusiasm and involvement in work, characterized by *vigor*, *dedication*, and *absorption*. This definition has become a primary reference in various academic research and HR practices.

In more recent literature, Robinson, Perryman, and Hayday (2004) explain that *employee engagement* involves employees' desire to contribute beyond expectations, as well as a sense of belonging and pride in their work and organization. Macey and Schneider (2008) also distinguish between three dimensions of engagement: *trait engagement* (personal characteristics), *state engagement* (psychological state), and *behavioral engagement* (actual behavior in the workplace). This view broadens the understanding that engagement is not only emotional but also related to concrete actions in carrying out work.

In both public and private sector organizations, employee engagement is often viewed as a key indicator of improving individual performance and organizational success. Several recent studies, such as one by Saks (2021), suggest that employee engagement is influenced by factors such as organizational support, transformational leadership, fairness, and career development opportunities. Engaged employees tend to demonstrate higher loyalty, creativity, and productivity than those who are not engaged. This makes *employee engagement* a key focus in developing sustainable human resource strategies.



Thus, *employee engagement* reflects not only how hard employees work, but also how deeply connected they are to their work. Organizations that are able to foster positive employee engagement tend to be more successful in creating a productive, innovative, and competitive work environment in the long term.

## **METHODS**

This study uses an associative approach, namely an approach that aims to determine the relationship or influence between two or more variables. In the context of this study, the independent variables consist of Career Development (X1) and Compensation (X2), with Employee Engagement (Z) as the intervening variable, and Employee Performance (Y) as the dependent variable.

### **• Population and Sample**

In quantitative research, a population is defined as a complete collection of individuals or objects possessing certain characteristics that are the target of scientific study. As explained by Nur Fadilah Amin and colleagues (2023), a population encompasses all elements of a study—both objects and subjects—that possess traits or characteristics determined by the researcher. Meanwhile, a sample is a portion or representative of a population used as a source of actual data in a study, with the aim of representing the entire population. Siyoto and colleagues (2015) also emphasize that a sample is a portion of a population taken through a specific procedure to be representative of the characteristics of the population as a whole.

In research practice, selecting a representative sample—both in terms of size and characteristics—is crucial to ensure the validity and reliability of the findings. Therefore, a sample size of 92



individuals in a study can be considered adequate if the sample represents the population being studied and is drawn using an appropriate sampling technique. Logically, if the population is relatively homogeneous and the sampling technique is systematic or random, this sample size has the potential to accurately convey a general picture of the population.

- **Data collection**

In this study, two main data collection techniques were used. First, the questionnaire method, which involved compiling and distributing a list of written questions to employees as respondents to obtain primary data directly. Second, the documentation study method, which involved collecting various data and information from documents held by the company or related agencies as supporting data relevant to the research objectives.

## RESULTS

### Path Analysis of Sub Model

Test Results *Model Summary* Sub Model

#### Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.636 <sup>a</sup>	.405	.385	.357

a. Predictors: (Constant), Employee Engagement, Compensation, Career Development

Based on the results of multiple linear regression analysis, the Adjusted R Square value is 0.385. This value indicates that the independent variables consisting of Career Development, Compensation, and Employee Engagement are jointly able to explain the dependent variable, namely Employee Performance, by 38.5%. In other words, these three variables have a



contribution of 38.5% in influencing variations in employee performance. Meanwhile, the remaining 61.5% is explained by other factors outside the model that were not examined in this study. The Adjusted R Square value approaching 0.4 also indicates that the model has a fairly moderate explanatory power, so it can be used to describe the relationship between variables in the context of the organization being studied.

### Sobel Test

Sobel Test Results

<b>Variables</b>	<b>Unstandardized</b>	<b>Std. Error</b>	<b>Test Statistics</b>	<b>Std. Error</b>	<b>P-Value</b>
Career Development towards <i>Employee Engagement</i>	0.122	0.026	3,263	0.013	0.001
<i>Employee Engagement</i> on Performance	0.368	0.081			
Compensation for <i>Employee Engagement</i>	0.131	0.032	3,041	0.015	0.002
<i>Employee Engagement</i> on Performance	0.368	0.081			

Source: Data Processed With *Calculation for the Sobel Test* , 2025

Based on the results of the analysis using the Sobel Test, it was found that the Career Development variable has a significant influence on Employee Engagement, with a coefficient value of 0.122, a standard error of 0.026, and a p-value of 0.001. The p-value, which is far below the significance limit of 0.05, indicates that this influence is statistically significant. A similar thing is also seen in the Compensation variable, which shows a significant influence on Employee Engagement, with a coefficient of 0.131, a standard error of 0.032, and a p-value of 0.002. Furthermore, Employee



Engagement has a positive effect on Employee Performance, with a coefficient of 0.368 and a standard error of 0.081. These findings indicate that both career development and compensation indirectly support improved employee performance through employee engagement as an intervening variable. Thus, Employee Engagement plays a significant mediator in bridging the relationship between organizational factors (career development and compensation) and individual performance.

## **DISCUSSION**

### **1. Influence of Career Development towards *Employee Engagement***

The analysis results show that Career Development has a positive and significant influence on *Employee Engagement*, with a coefficient value of 0.122, a standard error of 0.026, and a p-value of 0.001. A p-value smaller than 0.05 indicates that this influence is statistically significant, meaning that the better the career development provided by the organization, the higher the employee engagement in their work and organization. This finding is in line with the opinion of Kreitner and Kinicki (2014) who stated that a clear and structured career development program can increase intrinsic motivation and employee loyalty because they feel valued and have a clear direction of growth within the organization. Likewise, according to Robbins and Judge (2017), employee engagement is greatly influenced by their perception of personal and professional development opportunities, including training, promotions, and clarity of career paths.

Furthermore, employee engagement reflects the extent to which individuals feel emotionally and cognitively connected to their work. In this context, career development serves as a form of organizational recognition of employees' potential and contributions, ultimately enhancing their sense of belonging, work enthusiasm, and engagement in daily work activities. Thus, the results



of this study reinforce the view that organizational investment in career development not only impacts individual competency but also plays a crucial role in fostering employee engagement as the foundation for sustainable organizational performance.

## **2. The Influence of Compensation on *Employee Engagement***

Based on the analysis results, it was found that compensation has a positive and significant influence on employee engagement, with a coefficient value of 0.131, a standard error of 0.032, and a p-value of 0.002. A p-value smaller than 0.05 indicates that the influence is statistically significant. This means that the better the compensation given to employees, the higher their level of engagement with their work will be. This result is in line with the opinion of Milkovich and Newman (2016) who stated that fair and competitive compensation can increase employee satisfaction and engagement with the organization. Compensation that includes salary, benefits, and incentives is not only seen as a reward for performance, but also as a form of appreciation and recognition for employee contributions.

Furthermore, Armstrong (2017) emphasized that strategically managed compensation can increase intrinsic motivation and employee loyalty, ultimately leading to increased employee engagement, both emotionally and behaviorally. In this context, employee engagement is not only related to work enthusiasm, but also to feelings of appreciation and the fulfillment of basic needs through adequate compensation. Therefore, the results of this study reinforce the understanding that compensation plays a crucial role as a key factor in shaping employee engagement levels within an organization. When employees feel valued both financially and non-financially, they tend to demonstrate a higher commitment to their work and the organization as a whole.



### **3. Influence of Career Development on Performance through *Employee Engagement***

The results of the study indicate that Career Development has a significant indirect effect on Employee Performance through Employee Engagement as an intervening variable. This is evident from the coefficient value of the influence of Career Development on Employee Engagement of 0.122 with a p-value of 0.001, which means significant at the 95% confidence level. Furthermore, Employee Engagement is also proven to have a positive effect on Employee Performance with a coefficient of 0.368 and a standard error of 0.081, indicating that active and emotional employee involvement is an important pathway in translating career development into improved performance. This finding supports the results of Wibowo's (2016) research which states that structured career development can increase employee engagement with work, which ultimately impacts work productivity. Similarly, Setiawan and Prabowo (2020) in their research revealed that employee engagement can mediate the relationship between organizational support and performance, including in the aspect of career development as a form of organizational investment in employees.

In this context, career development sends a positive signal that the organization values individual growth, which in turn increases employee motivation and loyalty through a sense of belonging and high engagement. When employees perceive clear career prospects and opportunities for growth, they tend to be more emotionally and cognitively engaged in their work. This engagement then becomes a key driver in improving the quality and quantity of performance. Therefore, this study strengthens empirical evidence that career development not only directly impacts performance but also significantly through increased employee engagement.



#### **4. The Influence of Compensation on Performance through *Employee Engagement***

The results of the study indicate that compensation indirectly influences employee performance through employee engagement as an intervening variable. Based on the data obtained, compensation has a significant influence on employee engagement, with a coefficient value of 0.131, a standard error of 0.032, and a p-value of 0.002, indicating a high level of significance. Meanwhile, employee engagement itself has a positive influence on employee performance, with a coefficient value of 0.368 and a standard error of 0.081. These findings confirm that employee engagement is an important pathway connecting compensation to performance. When employees feel adequately and fairly compensated, they tend to feel more appreciated and committed to their work, which is ultimately reflected in their improved performance.

These findings align with Milkovich and Newman's (2016) assertion that compensation is not merely a financial reward but also a psychological driver that can increase loyalty and work motivation. Furthermore, Armstrong (2017) emphasized that effective compensation can encourage positive work behaviors, especially when combined with a sense of engagement and job satisfaction. In this context, employee engagement mediates positive perceptions of compensation into concrete actions in the form of increased productivity and performance. Therefore, the results of this study support previous theories and findings that suggest that appropriate compensation will increase employee emotional and professional engagement, which in turn directly impacts organizational performance.

## **CONCLUSION**

Based on the research results, it can be concluded that Career Development and Compensation have a positive and significant influence on Employee Engagement, which subsequently



contributes to improved Employee Performance. This result is in line with the findings of previous studies that emphasize the role of Employee Engagement as an important mediator that strengthens the influence of human resource policies on employee performance. Thus, improving employee performance does not only depend on the provision of fair compensation and career development opportunities, but is also greatly influenced by the extent to which employees feel actively, emotionally, and professionally involved in their work. In the context of government agencies, such as Dolat Rayat District, this emphasizes the need to implement a holistic HR management strategy, which integrates career planning, adequate compensation, and ongoing efforts to increase employee engagement. This approach is expected to create a productive work environment, support optimal performance, and encourage the achievement of organizational goals more effectively.

## **LIMITATIONS**

Based on the findings of this study, it is recommended that the Dolat Rayat District, Karo Regency, be more proactive in designing and implementing systematic and sustainable career development programs. This can be done through competency-based training, planned job rotation, and providing transparent and fair promotion opportunities. Clear career development will increase employee motivation and engagement in carrying out their duties. Furthermore, the agency also needs to review the existing compensation system, ensuring that employees receive fair and commensurate rewards for their responsibilities and demonstrated performance. Good compensation is not only financial, but also includes non-financial recognition such as awards,



recognition, and adequate work facilities. Furthermore, to increase employee engagement, efforts are needed to build a positive work climate, open communication between leaders and staff, and an increased sense of belonging to the organization. With the synergy between career development, fair compensation, and increased employee engagement, employee performance in the Dolat Rayat District can be significantly and sustainably improved.

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