Influence Competencies, Job Training, Self Efficacy And Career Development On Employee Performance With Job Satisfaction As An Intervening Variable At PT Thong Langkat Energi

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ABSTRACT

Employee performance and job satisfaction are two factors that are closely related and have a crucial role for PT Thong Energi Langkat, where a high level of job satisfaction will encourage employees to give their best performance so that they can increase the company's overall productivity. This study aims to analyze the influence of competence, job training, self-efficacy, and career development on employee performance with job satisfaction as an intervening variable at PT Thong Langkat Energi. The problem behind this study is that there are indications of declining employee performance that need to be identified as the causative factors. The research used is quantitative research with an associative approach. The data collection method was carried out through the distribution of questionnaires to respondents using the Likert scale 1-5. The population in this study is all employees of PT Thong Langkat Energi totaling 50 people, with a sampling technique using the census method so that the entire population is used as a research sample. The data used is primary data obtained directly from respondents through questionnaires and secondary data from company documentation. The data analysis technique uses Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach through SmartPLS software. The results of the study show that job satisfaction does not have a significant influence on employee performance. Competence has a significant effect on job satisfaction, but does not have a significant effect on employee performance. Job training has a significant influence on job satisfaction, but not on employee performance. Career development has no significant influence on either job satisfaction or employee performance. Self-efficacy does not have a significant effect on job satisfaction, but it does have a significant effect on employee performance. In addition, job satisfaction is not able to mediate the relationship between competence, job training, career development, and self-efficacy on employee performance.

Keywords:

competence, job training, self efficacy, career development, job satisfaction, employee performance

INTRODUCTION

In the era of increasingly competitive globalization, companies are required to be able to optimize all resources they have to achieve competitive advantage. One of the resources that plays a vital role in achieving organizational goals is human resources (HR). PT Thong Langkat Energi, as a company engaged in the energy sector, realizes that employee performance is a key factor in achieving the company's sustainability and success. According to (Wibowo, 2018b) , performance is the work done and the results achieved from the work. Employee achievements can be assessed by their ability to complete all tasks given by the company. Meanwhile, according to , performance, namely the results achieved by a worker, can be seen from the quality and quantity that has been done by each worker in carrying out duties and responsibilities in the company, workers who have had good performance will also provide good results for the company to be able to achieve maximum results for the company. , employees who have high morals will improve the life of the company, loyalty and enthusiasm to work can be seen from the happiness of their work with their work. Employees will give attention, imagination and skills in their work. (M. C. Rizky, 2022) (M. C. Rizky & Ardian, 2019)

Employee performance is not formed by itself, but is influenced by various interrelated factors. Competence is a fundamental factor that determines the ability of employees to carry out their duties and responsibilities. (Arief & Nisak, 2022) , Competence refers to the knowledge, skills, abilities or personality characteristics of a person that directly affect his or her job performance. In a company, employees have different skills for each job. Competencies are guidelines that companies can use to show their employees about the right job. Competence is the ability to perform or work in accordance with one's position in a certain field. The existence of human beings has a very important role for the organization because the success of an organization is greatly influenced by the quality of employees. Every organization is created to achieve a specific goal and when it is achieved, it can be considered successful. To achieve success, it is necessary to have a strong foundation in the form of competencies possessed by employees. (Eksan & Dharmawan, 2020) (Bukhari & Pasaribu, 2019) Employees with adequate competence will be better able to face challenges and complete work effectively and efficiently. Competence is the ability to perform or work in accordance with their position in a certain field Competence refers to the knowledge, skills, abilities or personality characteristics of a person that directly affects their job performance. (Arief & Nisak, 2022)

Human resources are urgently needed to increase productivity. In this regard, training is needed first in increasing resource productivity. (C. M. Rizky et al., 2024) According to , training is the process of teaching new or existing employees the basic

skills they need to do their jobs. Training aims to improve current performance especially training new employees, and those who are not performing well. According to , training is an effort to activate members in an organization who are considered less active due to a lack of learning, limited experience, or a lack of self-confidence from the members of an organization. (Dessler, 2020) (Herwina , 2021) Without job training to develop and upgrade employee skills in accordance with technological developments and industry demands.

Self-efficacy or employee confidence in his or her ability to complete tasks also plays an important role in determining performance. According to (Alwisol , 2016) *Self-efficacy*, it is a belief in one's ability to do a task to achieve goals and overcome various obstacles encountered. *Self-efficacy* is related to the belief that oneself has the ability to perform the expected action. said that (M. & Risnawita , 2016) *self-efficacy* is the result of a cognitive process in the form of a decision of belief, or an expectation about the extent to which an individual estimates his or her ability to carry out certain tasks or actions needed to achieve the desired result. Employees with high self-efficacy will be more diligent, resilient, and able to overcome various challenges at work.

In line with that, clear and structured career development can provide motivation and direction for employees to improve their performance. According to (Putri, 2019) Career development is a decision taken now about things that will be done in the future, meaning that a person who has set his career plan, needs to take certain steps to realize the plan. The various steps that need to be taken can be taken on the initiative of the workers themselves, but they can also be in the form of activities that can be sponsored by the organization, or a combination of both. According to career is a personal improvement made by a person to achieve a career plan and an improvement by the personnel department to achieve a work plan in accordance with the path or level of the organization. So no matter how good a career plan that has been made by a worker is accompanied by a reasonable and realistic career goal, the plan will not become a reality without systematic and programmatic career development. (Arismunandar & Khair, 2020)

Initial observations made at PT Thong Langkat Energi showed that there were several problems related to employee performance. Indicators such as target achievement, quality of work, and efficiency indicate that there is room for improvement. This can be attributed to a variety of factors, including competency gaps, lack of training, varying levels of *self-efficacy*, and suboptimal career development paths. Job satisfaction is an interesting intervening variable to study because it can be a bridge that connects these factors with employee performance. According to job satisfaction is an effectiveness or emotional response to various aspects of work. A set of

employees' feelings about whether or not their job is enjoyable. A general attitude toward a person's work that shows the difference between the amount of awards workers receive and the amount they believe they should receive. revealed that job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters related to physical and psychological factors. (Afandi, 2018) (Sutrisno, 2019)

Previous studies have shown a positive relationship between these variables and employee performance. However, there is still a research gap in the context of the energy industry in Indonesia, especially related to the role of job satisfaction as an intervening variable.

Based on the background, the author is interested in conducting a research entitled "The **Influence of Competence, Job Training, *Self Efficacy* and Career Development on Employee Performance with Job Satisfaction as an Intervening Variable in PT. Thong Langkat Energi**".

THEORETICAL FOUNDATIONS
Employee Performance

(Wibowo, 2018a) reveals that performance is the work done and the results achieved from the work. Employee achievements can be assessed by their ability to complete all tasks given by the company. According to), it can be interpreted as a level of success for employees/employees in carrying out their duties in a certain period. Employees who have high morals will improve the life of the company, loyalty and enthusiasm to work can be seen from the happiness of their work with their work. Employees will give attention, imagination and skills in their work. (Sopiah & Sangadji, 2018) (M. C. Rizky & Ardian, 2019)

(Sinambela, 2016) Performance is an implementation of the equilibrium theory. According to a person, he will show optimal achievement if he gets benefits and there is an inducement in his work in a fair and reasonable manner. Performance is the level of achievement of results for the implementation of certain tasks. Company performance is the level of achievement of results in order to realize the company's goals. (Indriasari et al., 2018) (Nurjaya, 2021) Putri (2020) states that performance is the results of the work functions of a person or group in an organization at a certain period of time which reflects how well the person or group meets the requirements of a job in an effort to achieve organizational goals. states that performance is the result of work that has been achieved by completing the tasks and responsibilities that have been given within a certain period of time. Performance is the results achieved by a worker can be seen from the quality and quantity that have been done by each worker in carrying out duties and responsibilities in the company, workers who have had good performance will also provide good results for the company to be able to achieve

maximum results for the company.   (Lilyana et al., 2021)   (C. M. Rizky, 2022)

Competence

(Arief & Nisak, 2022)   Competence refers to the knowledge, skills, abilities or personality characteristics of a person that directly affect their job performance. In a company, employees have different skills for each job. Competencies are guidelines that companies can use to show their employees about the right job. Competence is the ability to perform or work in accordance with one's position in a certain field. The existence of human beings has a very important role for the organization because the success of an organization is greatly influenced by the quality of employees. Every organization is created to achieve a specific goal and when it is achieved, it can be considered successful. To achieve success, it is necessary to have a strong foundation in the form of competencies possessed by employees.   (Eksan & Dharmawan, 2020) (Bukhari & Pasaribu, 2019)

(Rohmat, 2020) Competence is the core component or main priority of a job. This is because competence is the main reason to do a good job, meet goals according to targets, meet expectations, and so on. In addition, competence refers to behavioral characteristics that describe the luxury of personality that reflects the traits, strengths, intelligence, expertise, experience, and all self-capital of an employee. The importance of these characteristics is an abstract value that is reflected in a good way of working, systematic, measurable, and contains integrity content.

Job Training

According to training, it is the process of teaching new or existing employees the basic skills they need to do their jobs. The training aims to improve current performance especially training new employees, and those who are not performing well. said that training is an effort to activate members in an organization who are considered less active due to a lack of learning, limited experience, or a lack of self-confidence from the members of an organization. Training in an organization is very important where training ensures survival in the organization itself. (Dessler, 2020)   (Herwina, 2021)

The process in poor performance training is fixed in such a way that it becomes better. So that a set of tasks that have been waiting can be done well by workers who have participated in training. The training is aimed at completing skills in doing work, as well as being able to use work equipment appropriately. Training is a method used to develop human resources related to the abilities or skills of employees or employees who have occupied a certain position or job in a company or organization. A strong basis for governments and relevant institutions to design more effective training and development programs in support of natural resource conservation efforts at the local level. (Sutrisno, 2019)   (C. M. Rizky et al., 2023)

Self-Efficacy

According to (Alwisol, 2016) *Self-efficacy*, it is a belief in one's ability to do a task to achieve goals and overcome various obstacles encountered. *Self-efficacy* is one's own perception of how well oneself can function in a given situation. *Self-efficacy* is related to the belief that oneself has the ability to perform the expected action. said that (M. & Risnawita, 2016) *self-efficacy* is the result of a cognitive process in the form of a decision of belief, or an expectation about the extent to which an individual estimates his or her ability to carry out certain tasks or actions needed to achieve the desired result. According to (Sebayang & Sembiring, 2017) *Self-efficacy*, it is an individual's confidence in facing and solving the problems he faces in various situations and being able to determine actions in completing certain tasks or problems, so that the individual is able to overcome obstacles and achieve the expected goals. Renaningtyas (2017), *Self-efficacy* is a person's confidence in their abilities and abilities to use as much as their own mastery and role, as well as on events that consist of the environment.

According to (Susanto. A., 2018) *self-efficacy* is related to a person's belief in his or her ability to do something or things differently under certain conditions. According to (Nurodin, 2019) *Self-efficacy*, it is a self-assessment, whether to be able to perform good or bad actions, right or wrong, can or cannot do according to the requirements. *Self-efficacy* is a person's belief about the chances of successfully completing a specific task. According to (Baroon & Greenberg, 2016), individuals who have high *self-efficacy* will show strong enthusiasm and confidence. *Self-efficacy* will determine the type of overcoming behavior, how hard the effort is put into overcoming the problem or selecting the task, and how long it will take him to deal with unwanted obstacles.

Career Development

According to (Putri, 2019) Career development is a decision taken now about things that will be done in the future, meaning that a person who has set his career plan, needs to take certain steps to realize the plan. The various steps that need to be taken can be taken on the initiative of the workers themselves, but they can also be in the form of activities that can be sponsored by the organization, or a combination of both. According to career is a personal improvement made by a person to achieve a career plan and an improvement by the personnel department to achieve a work plan in accordance with the path or level of the organization. So no matter how good a career plan that has been made by a worker is accompanied by a reasonable and realistic career goal, the plan will not become a reality without systematic and programmatic career development. (Arismunandar & Khair, 2020)

According to (Ramli, 2018) Career development is the process of identifying the career potential of employees and materials and implementing the right ways to develop this potential. In general, the career development process begins by evaluating employee

performance. Career development is personal improvements that a person makes to achieve a career plan (Syahputra, 2020). reveals that career development is personal improvement made to achieve a career plan. According to Mu'ah (2017), career development is the process of improving individual employability achieved in order to achieve the desired career. (Sutrisno, 2019)

Job Satisfaction
According to Job satisfaction is an effectiveness or emotional response to various aspects of work. A set of employees' feelings about whether or not their job is enjoyable. A general attitude toward a person's work that shows the difference between the amount of awards workers receive and the amount they believe they should receive. Sutrisno (2019), Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters related to physical and psychological factors. (Afandi, 2018)

(Handoko, 2020) Defining job satisfaction is whether the employee's income is pleasant or not regarding his or her job, that feeling can be seen from the employee's good behavior towards the job and all the things experienced by the work environment. According to everyone who works expects to get satisfaction from the place where they work. Job satisfaction will affect the productivity that managers really expect. For that, managers need to understand what to do to create job satisfaction for their employees. Job satisfaction is an emotional attitude that is pleasant and loves one's job. Employee Job Satisfaction must be created as best as possible so that employee morale, dedication, and discipline can increase. (Wibowo, 2018a) (Prayogo, 2019)

RESEARCH METHODOLOGY
This research is a descriptive research with a quantitative approach. According to (Sugiyono, 2020), the quantitative research approach can be interpreted as a research method based on the philosophy of positivism, used to research on a certain population or sample, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses. The purpose of this research approach is to clearly describe the Influence of Competence, Job Training, *Self Efficacy* and Career Development on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Thong Langkat Energi.

The types of research used are primary and secondary. According to (Sekaran & Bougie, 2019) primary data is data on respondents, individuals, focus groups, and panels that are specifically determined by the researcher and where opinions can be

sought related to certain issues. Primary data was obtained directly from the distribution of the list of questions to employees as selected objects. Secondary data is data obtained from existing sources. The type of primary research in this study is in the form of interviews and the distribution of questionnaires/questionnaires with interval data. The type of secondary research in this study is in the form of documentation data, namely in the form of historical data and photo documentation at the time of conducting the research.

The population in this study is all employees in the company PT Thong Langkat Energi, namely 50 employees. The sampling technique used in this study is the saturation sampling technique or census, which is a sampling technique when all members of the population are used as samples. The reason for using saturated sampling techniques is because the population is relatively small, less than 100 people, or the study wants to make generalizations with very little error. Based on the sampling technique above, from the entire population of PT Thong Langkat Energi employees, a sample of 50 PT Thong Langkat Energi employees was taken.

Data collection techniques are in the form of questionnaires and interviews. The analysis was carried out with the PLS-SEM (Structural Equation Modeling) approach to examine the measurement model and the structural model at the same time, which allowed the researcher to evaluate the strength of the relationship between variables and check the significance of the pathways in the research model.

RESULTS AND DISCUSSION
Research Results
1. Evaluation of Measurement Model (Outer Model)
Testing of the measurement model is carried out to see if its validity and reliability are qualified. In this study, the validity test aims to ascertain whether the construct is feasible to be used in further research. There are several indicator modes including *Convergent Validity, Discriminant Validity*, and *Composite Reliability.*
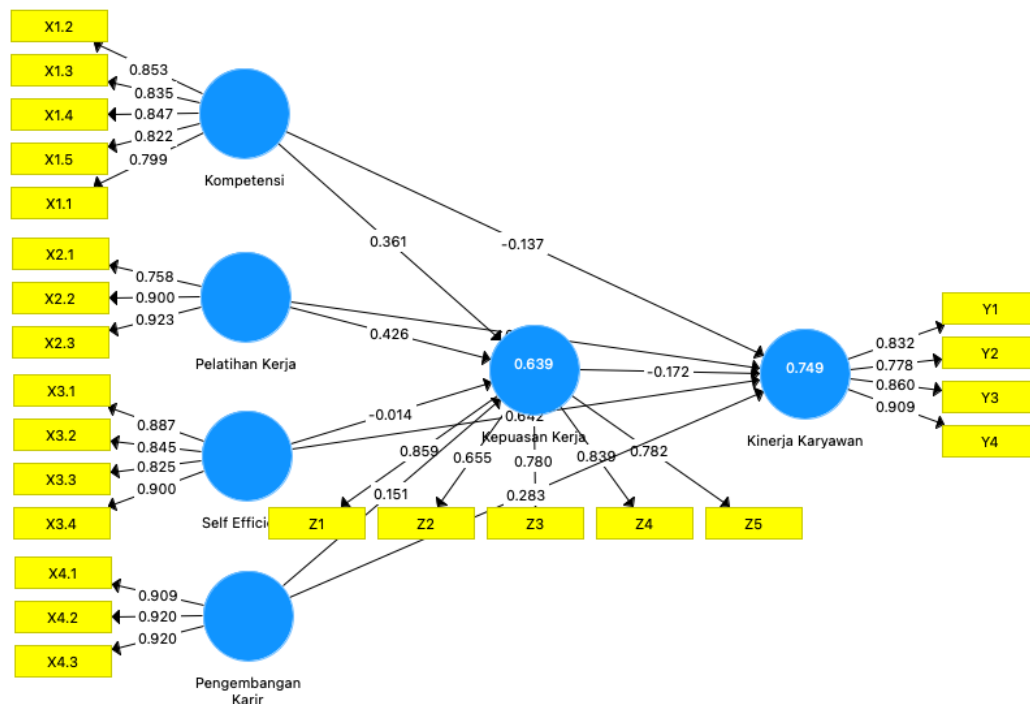
Picture 1. Evaluation of Measurement Model (Outer Model)
Source: SmartPLS Data Processing 3., 2025

a) Convergent Validity

To test the validity of convergence, the outer loading value or factor loading is used. An indicator is declared to meet the convergent validity in the good category if it meets the outer loading value of >0.7. The following are the outer loading values in the table below:

Table 1. Outer Loading Values

	Job Satisfaction	Employee Performance	Competence	Job Training	Career Development	Self Efficiecy
X1.2			0,853			
X1.3			0,835			
X1.4			0,847			
X1.5			0,822			
X2.1				0,758		
X2.2				0,900		
X2.3				0,923		
X3.1						0,887
X3.2						0,845
X3.3						0,825

	Job Satisfaction	Employee Performance	Competence	Job Training	Career Development	Self Efficiecy
X3.4						0,900
X4.1					0,909	
X4.2					0,920	
X4.3					0,920	
Y1		0,832				
Y2		0,778				
Y3		0,860				
Y4		0,909				
Z1	0,859					
Z2	0,655					
Z3	0,780					
Z4	0,839					
Z5	0,782					
X1.1			0,799			

Source: SmartPLS Data Processing 3., 2025

Based on the results of the outer loading analysis, it can be concluded that most of the indicators in the variables Job Satisfaction (X1), Employee Performance (X2), Competency (X3), Job Training (X4), and Career Development (Y), have met the convergent validity criteria well, because they have an outer loading value of >0.7. However, in the Self Efficacy variable, there is one indicator (Z2: 0.655) that does not meet the criteria, so it is recommended to consider the deletion or modification of the indicator to improve the quality of the convergent validity of the research model.

Table 2. Outer Loading Value After Indicator Elimination

	Job Satisfaction	Employee Performance	Competence	Job Training	Career Development	Self Efficiecy
X1.2			0,858			
X1.3			0,831			
X1.4			0,849			
X1.5			0,818			
X2.1				0,764		
X2.2				0,897		
X2.3				0,922		
X3.1						0,889

	Job Satisfaction	Employee Performance	Competence	Job Training	Career Development	Self Efficiecy
X3.2						0,850
X3.3						0,820
X3.4						0,898
X4.1					0,907	
X4.2					0,923	
X4.3					0,918	
Y1		0,833				
Y2		0,778				
Y3		0,860				
Y4		0,909				
Z1	0,831					
Z3	0,792					
Z4	0,885					
Z5	0,814					
X1.1			0,799			

Source: SmartPLS Data Processing 3., 2025

In table 2. It can be seen that the outer loading value after the elimination is carried out, the results of the outer loading analysis show that all indicators in the variables Job Satisfaction (X1), Employee Performance (X2), Competency (X3), Job Training (X4), Career Development (Y), and Self Efficacy (Z) have met the convergent validity criteria well, because they have an outer loading value of >0.7. Indicators that previously had low values have been eliminated, so that the research model now has a better quality of convergent validity and can be used for further analysis.

b) Discriminant Validity

Discriminant validity is a statistical test to ensure that the constructs or variables in the study are completely different from each other and do not overlap each other. This test is carried out to measure the extent to which a constructed construct is completely different from other constructs, both conceptually and empirically. The criteria for assessing discriminant validity generally use the Fornell-Larcker method, with the provision that the square root value of Average Variance Extracted (AVE) for each variable must be greater than the correlation between variables.

Table 3. Fornell-Larcker

	Job Satisfaction	Employee Performance	Competence	Job Training	Career Development	Self Efficiecy
Job Satisfaction	0,831					
Employee Performance	0,470	0,846				
Competence	0,700	0,487	0,831			
Job Training	0,716	0,706	0,605	0,864		
Career Development	0,506	0,601	0,669	0,472	0,916	
Self Efficiecy	0,623	0,833	0,604	0,780	0,587	0,865

Source: SmartPLS Data Processing 3., 2025

Based on the analysis of discriminant validity using the Fornell-Larcker method in table 3., the results show that each variable has a square root of AVE that is greater than the correlation between variables, which means that the construct in this study has good discrimination. The value of the square root of AVE at the main diagonal (0.831; 0.846; 0.831; 0.864; 0.916; 0.865) is consistently greater than the correlation between variables outside the diagonal, indicating that each variable has significant differences and does not overlap with each other.

c) Composite Reliability

The next research test uses a reliability test through Crombach Alpha by ensuring that the composite reliability value exceeds 0.7 is said to meet in measuring variables, as follows:

Table 4. Composite Reliability Test Results

	Cronbach's Alpha	rho_A	Composite Reliability
Job Satisfaction	0,852	0,872	0,899
Employee Performance	0,867	0,879	0,910
Competence	0,889	0,899	0,918
Job Training	0,826	0,836	0,897
Career Development	0,904	0,911	0,940
Self Efficiecy	0,887	0,890	0,922

Source: SmartPLS Data Processing 3., 2025

Based on table 4. It can be seen that the results of the Composite Reliability test show that the cronbach alpha and composite reliability values of all variables in the study have values above 0.7, indicating that the research constructs have high internal consistency and are reliable.

2. Structural Model Evaluation (Inner Model)

Structural Model Evaluation (Inner Model) is the process of evaluating the relationship between latent variables in a research model, which aims to assess the strength and direction of the relationship between variables. Structural model testing includes several key steps, such as measuring **R-Square** to assess the ability of independent variables to explain dependent variables, **Q-Square Predictive Relevance** to assess the predictive ability of the model, and **Path Coefficient Significance** through t-value or p-value tests to ensure the relationship between statistically significant variables. This process aims to ensure that the model has predictive validity and is reliable in explaining the phenomenon being studied.

a) R-Square (R²)

This study uses the R-Square test to evaluate the extent to which independent variables and intervening variables affect dependent variables. The assessment was carried out with a value category: 0.67 indicates a strong influence, 0.33 moderate, and 0.19 weak. The results of the calculation can be seen as follows:

Table 5. R-Square (R²)

	R Square	R Square Adjusted
Job Satisfaction	0,625	0,592
Employee Performance	0,750	0,722

Source: SmartPLS Data Processing 3., 2025

Based on the results of the R Square calculation, the study shows that the Job Satisfaction variable has an R Square value of 0.625 and R Square Adjusted 0.592, which is included in the medium category. Meanwhile, the Employee Performance variable has an R Square value of 0.750 and an Adjusted R Square of 0.722, which is classified as a strong category. This indicates that the independent variables (Competence, Job Training, Self Efficacy, and Career Development) are able to explain the dependent variables (Employee Performance) and intervening variables (Job Satisfaction) with significant contributions.

b) Hypothesis Test

The structural model is evaluated through the value of the relationship path coefficient of each variable. The purpose of this structural relationship test is to explain that it is done through a basic t. test that can be used in testing this hypothesis using the output of the bootstrapping results. The following are the output results from bootsraping from the SmartPLS application.

Table 6. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Job Satisfaction -> Employee Performance	-0,182	-0,191	0,136	1,335	**0,182**
Competence -> Job Satisfaction	0,411	0,389	0,179	2,295	**0,022**
Competencies > Employee Performance	-0,124	-0,113	0,163	0,763	**0,446**
Job Training -> Job Satisfaction	0,447	0,440	0,174	2,568	**0,011**
Job Training -> Employee Performance	0,282	0,289	0,190	1,484	**0,138**
Career Development -> Job Satisfaction	0,006	0,024	0,167	0,039	**0,969**
Career Development -> Employee Performance	0,263	0,290	0,163	1,616	**0,107**
Self Efficiecy -> Job Satisfaction	0,023	0,040	0,229	0,099	**0,921**
Self Efficiecy -> Employee Performance	0,647	0,608	0,180	3,594	**0,000**

Source: SmartPLS Data Processing 3., 2025

Based on the results of the hypothesis test on the path coefficient table, it can be interpreted as follows:

1) **Job Satisfaction -> Employee Performance**
   The path coefficient shows a value of -0.182. The *T-statistic* value is 1.335, which is smaller than *the t-table* value (1.989), and *the p-value* is 0.182 (greater

than 0.05). Therefore, Job Satisfaction does not have a significant effect on Employee Performance.

2) **Competence -> Job Satisfaction**

The path coefficient shows a value of 0.411. The *T-statistic* value is 2.295, which is greater than *the t-table* value (1.989), and *the p-value* is 0.022 (less than 0.05). Thus, Competence has a significant effect on Job Satisfaction.

3) **Competencies > Employee Performance**

The path coefficient shows a value of -0.124. The *T-statistic* value is 0.763, which is smaller than *the t-table* value (1.989), and *the p-value* is 0.446 (greater than 0.05). Thus, Competence does not have a significant effect on Employee Performance.

4) **Job Training -> Job Satisfaction**

The path coefficient shows a value of 0.447. The *T-statistic* value is 2.568, which is greater than *the t-table* value (1.989), and *the p-value* is 0.011 (less than 0.05). Thus, Job Training has a significant effect on Job Satisfaction.

5) **Job Training -> Employee Performance**

The path coefficient shows a value of 0.282. The *T-statistic* value is 1.484, which is smaller than *the t-table* value (1.989), and *the p-value* is 0.138 (greater than 0.05). Therefore, Job Training does not have a significant effect on Employee Performance.

6) **Career Development -> Job Satisfaction**

The path coefficient shows a value of 0.006. The *T-statistic* value is 0.039, which is smaller than *the t-table* value (1.989), and *the p-value* is 0.969 (greater than 0.05). Thus, Career Development does not have a significant effect on Job Satisfaction.

7) **Career Development -> Employee Performance**

The path coefficient shows a value of 0.263. The *T-statistic* value is 1.616, which is smaller than *the t-table* value (1.989), and *the p-value* is 0.107 (greater than 0.05). Therefore, Career Development does not have a significant effect on Employee Performance.

8) **Self-Efficacy -> Job Satisfaction**

The path coefficient shows a value of 0.023. The *T-statistic* value is 0.099, which is smaller than *the t-table* value (1.989), and *the p-value* is 0.921 (greater than 0.05). Thus, Self-Efficacy does not have a significant effect on Job Satisfaction.

9) **Self-Efficacy -> Employee Performance**

The path coefficient shows a value of 0.647. The *T-statistic* value is 3.594, which is greater than *the t-table* value (1.989), and *the p-value* is 0.000 (less than 0.05). Thus, Self-Efficacy has a significant effect on Employee Performance.

Table 7. Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Competency -> Job Satisfaction -> Employee Performance	-0,075	-0,068	0,059	1,261	**0,208**
Job Training -> Job Satisfaction -> Employee Performance	-0,081	-0,077	0,065	1,243	**0,214**
Career Development -> Job Satisfaction -> Employee Performance	-0,001	-0,007	0,044	0,027	**0,979**
Self Efficiecy -> Job Satisfaction -> Employee Performance	-0,004	-0,019	0,060	0,069	**0,945**

Source: SmartPLS Data Processing 3., 2025

Based on the results of the specific indirect effect mediation test in the table, it can be concluded that:

1) Competence on Employee Performance through Job Satisfaction has a p-value of 0.208 (> 0.05), which means that there is no significant mediation influence. The indirect relationship between Employee Competency and Performance through Job Satisfaction is weak and insignificant.

2) Job Training on Employee Performance through Job Satisfaction also had a p-value of 0.214 (> 0.05), indicating that there was no significant mediation effect. Job Satisfaction does not effectively mediate the relationship between Job Training and Employee Performance.

3) Career Development on Employee Performance through Job Satisfaction had a very high p-value of 0.979 (> 0.05), which indicates that there is no mediation effect at all.

4) Self Efficacy on Employee Performance through Job Satisfaction also had a p-value of 0.945 (> 0.05), indicating that there was no significant mediation effect. Job satisfaction does not act as an effective mediator in this relationship.

c) **Effect Size (f²)**

Effect Size (f²) is a measure used to assess how much influence an independent variable has on dependent variables in a structural model, especially in the context of intervening variable tests using SmartPLS. The value of f² indicates the change in R² (determination coefficient) that occurs if independent variables are omitted from the model. The general conditions for the interpretation of the f²

effect size are: small value (0.02), medium value (0.15), and large value (0.35). Thus, f² provides an overview of the relative contribution of each independent variable to the change of the dependent variable being analyzed.

Table 8. F-Square

	Job Satisfaction	Employee Performance	Competence	Job Training	Career Development	Self Efficiecy
Job Satisfaction		0,050				
Employee Performance						
Competence	0,200	0,023				
Job Training	0,191	0,096				
Career Development	0,000	0,137				
Self Efficiecy	0,000	0,552				

Source: SmartPLS Data Processing 3., 2025

Based on the effect size table (f²), it can be concluded that the variation of influence between variables varies greatly. For the Job Satisfaction variable, the influence on Competency (0.200) and Job Training (0.191) showed a moderate effect size. Meanwhile, the influence on the variables of Employee Performance (0.050) and Self Efficacy (0.000) is relatively small or even insignificant. Competence had a small influence on Employee Performance (0.023), while Career Development had a moderate influence on Employee Performance (0.137). Self Efficacy showed a large effect size on Employee Performance (0.552), which signified a significant contribution in this model. Overall, these variables have varying influences on each other, with some relationships showing stronger or significant influences.

a. **Discussion**

   1) **Influence   Competence on Employee Performance at PT Thong Langkat Energi**

   The analysis shows that competence does not have a significant effect on employee performance. This is reflected in the path coefficient of -0.124, the T-statistic value (0.763) which is lower than the t-table (1.989), and the p-value of 0.446 which is greater than 0.05. These findings show that competence does not directly contribute to the improvement or decrease of employee performance in the company. Employees who do not have the right skills for their role will have

a hard time meeting targets and producing optimal results, even though they may have motivation or a desire to work. In the long run, this can lead to a decrease in the quality of products or services, increased errors, and high turnover rates, which ultimately hinders the company's growth and affects its reputation in the market.

2) The Effect of Job Training on Employee Performance at PT Thong Langkat Energi

The results of the study show that Job Training does not have a significant influence on Employee Performance. This can be seen from the path coefficient which is only 0.282, which shows a positive relationship, but not significant. The T-statistic value obtained was 1.484, smaller than the t-table value (1.989), and the p-value of 0.138 was greater than 0.05. In other words, although job training can provide improvements in some aspects, it does not have a significant effect on improving employee performance at PT Thong Langkat Energi. If the employee's job training does not affect their performance, it could indicate that the training provided is irrelevant to the task being performed or is not in accordance with the employee's development needs. In this condition, even if employees get training, they may feel that the material delivered does not have an immediate impact on their daily work, so there is no significant improvement in skills.

3) The Effect *of Self Efficacy* on Employee Performance at PT Thong Langkat Energi

Self-Efficacy has been proven to have a significant influence on Employee Performance at PT Thong Langkat Energi. The path coefficient of 0.647 indicates a fairly strong relationship between the two. The T-statistic value of 3.594 is greater than that of the t-table (1.989), and the very small p-value (0.000) confirms that this relationship is very significant. Thus, it can be concluded that increasing employees' confidence in their abilities can directly improve their performance in the company. Employees who have a strong belief in their abilities tend to be more proactive, more committed, and better able to overcome obstacles. This leads to increased productivity, quality of work, and the ability to work together in a team. Conversely, low self-efficacy can lead to anxiety, lack of motivation, and decreased performance. Therefore, companies need to create an environment that supports the development of employee self-efficacy so that their performance can be optimal.

4) The Effect of Career Development on Employee Performance at PT Thong Langkat Energi

The results of the study show that Career Development does not have a significant influence on Employee Performance at PT Thong Langkat Energi. This

is evidenced by a path coefficient of 0.263, which indicates a weak relationship. The t-statistic obtained at 1.616 is smaller than the t-table value (1.989), and the p-value of 0.107 is greater than 0.05. Therefore, based on these results, it can be concluded that Career Development does not have a significant impact on improving Employee Performance in this company. The career development program implemented by the company does not have a direct impact on improving employee performance. This suggests that companies may need to re-evaluate their existing career development policies in order to be more effective in motivating and improving employee performance in the future.

5) **The Effect of Competence on Job Satisfaction at PT Thong Langkat Energi**
Research reveals a significant influence of competence on job satisfaction. This is indicated by a positive path coefficient of 0.411, a T-statistic value (2.295) that is greater than the t-table (1.989), and a p-value of 0.022 that is smaller than 0.05. This means that the increase in employee competence is positively correlated with the increase in their job satisfaction in the organization. This reflects the importance of competency development as a key factor in creating a more satisfying and productive work environment in the company.

6) **The Effect of Job Training on Job Satisfaction as an Intervening Variable at PT Thong Langkat Energi**
The results of the study show that Job Training has a significant influence on employee job satisfaction at PT Thong Langkat Energi. The path coefficient obtained is 0.447, which means that there is a positive relationship between the two variables. The resulting t-statistic of 2.568 is greater than the t-table value (1.989), and the p-value of 0.011 is smaller than 0.05. Thus, it can be concluded that the better the training provided, the higher the level of employee job satisfaction. This shows that companies need to continuously improve job training programs to improve employee satisfaction, which in turn can contribute to better performance.

7) **The Effect of *Self Efficacy* on Job Satisfaction at PT Thong Langkat Energi**
This study found that Self-Efficacy did not have a significant effect on Job Satisfaction. The resulting path coefficient of 0.023 shows a very small relationship between these two variables. A T-statistic value of 0.099 which is smaller than the t-table (1.989) and a p-value of 0.921 which is greater than 0.05 indicate that there is no significant effect between Self-Efficacy and Job Satisfaction on PT Thong Langkat Energi employees. This indicates that employees' confidence in their abilities does not directly affect their job satisfaction. Although self-efficacy describes an individual's confidence in their

ability to complete a task, it does not necessarily correlate with the level of job satisfaction felt.

8) The Effect of Career Development on Job Satisfaction at PT Thong Langkat Energi

The results of the study showed that Career Development did not have a significant effect on Job Satisfaction. The coefficient of the found path was 0.006, which is close to zero, signaling a very weak relationship. The t-statistic obtained was 0.039, smaller than the t-table (1.989), and the p-value was 0.969, which was much greater than 0.05, indicating that the Career Development variable had no significant effect on Job Satisfaction. Thus, these results show that the career development programs in the company do not have a clear impact on employee satisfaction. This happens because employees feel that development efforts are irrelevant to their needs or aspirations, so they lose the enthusiasm to contribute to the fullest. This condition reflects the gap between the development programs offered by the company and the expectations of employees, which can ultimately hinder the growth of the organization as a whole.

9) The Effect of Job Satisfaction on Employee Performance at PT Thong Langkat Energi

The results of the analysis show that job satisfaction does not have a significant influence on employee performance. This is evidenced by a path coefficient of -0.182 with a T-statistic value (1.335) which is smaller than t-table (1.989) and a p-value of 0.182 which is greater than 0.05. These findings indicate that an increase or decrease in job satisfaction does not directly impact changes in employee performance at PT Thong Langkat Energi. This can happen due to a lack of intrinsic motivation, misalignment of individual goals with the company's vision, or an ineffective reward system.

CONCLUSIONS AND SUGGESTIONS

The conclusions that can be drawn based on the results of the study are:
1. Job satisfaction does not have a significant influence on employee performance.
2. Competence has a significant influence on job satisfaction.
3. Competence does not have a significant influence on employee performance.
4. Job training has a significant influence on job satisfaction.
5. Job training does not have a significant influence on employee performance.
6. Career development has no significant effect on job satisfaction.
7. Career development has no significant influence on employee performance.
8. Self-efficacy has no significant effect on job satisfaction.
9. Self-efficacy has a significant influence on employee performance.
10. Job satisfaction is not able to mediate Competency to Employee Performance.

11. Job Satisfaction does not effectively mediate the relationship between Job Training and Employee Performance.
12. Job satisfaction is not able to mediate between career development variables and employee performance.
13. Job Satisfaction There is no significant mediating effect between the Self-Efficacy variable on employee performance.

Based on the conclusion above, it can be suggested as follows:
1. Companies are advised to improve competency development and training programs regularly. This can include technical as well as non-technical training that is relevant to the employee's needs.
2. Companies should provide support to increase employee confidence in completing their tasks. This can be done through rewards for work achievements, constructive feedback, and the granting of responsibilities that are appropriate to the individual's abilities.
3. Companies are still advised to design a clear and structured career program, so that it can increase employee motivation and commitment in the long run.
4. It remains important for companies to continuously monitor and evaluate job satisfaction as an indicator of employee well-being, which can affect other aspects such as loyalty and a positive work culture.
5. Further research can be conducted to understand other factors that may affect employee performance, such as work environment, leadership, or intrinsic motivation, in order for the company to gain more comprehensive insights.

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