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The Effect of Career Development, Workload on Employee Performance through Job Satisfaction at the National Civil Service Agency after the Implementation of Permenpan Rb No. 1 of 2023

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A B S T R A C T

The career management system for Functional Officials is now performance-based rather than credit-point-based thanks to the implementation of the Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia (PermenPANRB) Number 1 of 2023. Career advancement, workload, job satisfaction, and employee performance at the National Civil Service Agency (BKN) have all been impacted by this policy change. With job satisfaction acting as a mediating variable, this study attempts to investigate how workload and career growth affect employee performance. This study used a survey method as part of a quantitative approach. A Likert-scale questionnaire was used to gather data from Functional Officials at BKN, and Structural Equation Modeling–Partial Least Squares (SEM-PLS) was used for analysis. The results indicate that career development has a positive and significant effect on job satisfaction and employee performance, while workload has a negative and significant effect on both job satisfaction and employee performance. In addition, job satisfaction positively and significantly affects employee performance. The results also support the idea that job satisfaction acts as a mediator in the links between workload and employee performance and between career advancement and employee performance. The use of Social Exchange Theory to explain employee performance in the public sector is strengthened by this study. In order to improve job satisfaction and employee performance after the adoption of PermenPANRB Number 1 of 2023, the findings offer BKN useful suggestions for improving career development policies, workload management, and performance appraisal systems.

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INTRODUCTION

The ability of institutions to accept and assimilate innovations from managerial policies and practices, leading to long-lasting changes in services, structures, and governance, is known as transformation in the public sector (Borň et al., 2024). Restructuring work processes to provide public value is one aspect of bureaucratic transformation, which goes beyond simple technology modernization (Desai & Manoharan, 2024). In the meantime, bureaucratic transformation is a methodical adaptive process that necessitates institutional and technological adjustments, according to Newman et al. (2022).

It is anticipated that bureaucratic reform for Indonesia's Civil Servants (ASN) will be able to establish a flexible, competent, and goal-oriented work structure. In compliance with the Regulation of the Minister of State Apparatus and Bureaucracy Empowerment of the Republic of Indonesia Number 28 of 2019 concerning the Equalization of Administrative Positions into Functional Positions, the government is simplifying the bureaucracy by converting administrative positions to functional positions (JF). According to Azwar Anas (https://www.menpan.go.id/site/berita-terkini/menteri-panrb-transformasi-penataan-jf-kini-akomodasi-aspirasi-pejabat-funsional, accessed on May 26, 2026), after the bureaucracy was simplified, the number of functional officials reached 2.1 million ASN (58% of the total 4.3 million ASN). As a result, it needs to be managed effectively.

Because of this, improving JF management is a key component of this change. Functional officials were previously still restricted by and reliant on the activity-item-based Credit Score system. Through the process of gathering DUPAK (List of Proposed Assessments and Determination of Credit Scores), this technique causes functional officials to feel administratively burdened. Based on this, Azwar Anas stressed that DUPAK is no longer a barrier to career advancement for ASN (https://menpan.go.id/site/berita-terkini/transformasi-sdm-aparatur-menteri-panrb-jabatan-funsional-tak-lagi-sibuk-urus-angka-kredit, accessed May 26, 2026). Functional officials find it challenging to contribute outside of their specific responsibilities due to the DUPAK collecting. As a result, it is inconsistent with the organization's agile and dynamic strategic aims. According to research by Suryani et al. (2024), implementing Agile Governance is crucial to enhancing the efficacy and efficiency of bureaucratic performance.

Based on this, the Indonesian government issued the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 1 of 2023 concerning Functional Positions, which replaced the earlier Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 13 of 2019 concerning the Proposal, Determination, and Development of Functional Positions of Civil Servants. By eliminating the activity elements and changing credit scores, this policy represents a paradigm shift that has a significant effect on the JF management system.

Following the policy's release, JF is now evaluated on a performance-based basis (performance-based system), where activity items are no longer used for pure assessment based on leaders' "performance expectations" judgment. The Employee Performance Targets (SKP) performance criterion is directly transformed into credit scores. This is consistent with the bureaucratic transformation achieved through the process of reengineering, which involves streamlining bureaucratic processes, digitizing services, and establishing accountability systems to enhance service responsiveness, efficiency, and transparency (Ramaswamy, 2021). In order to make the career management of functional officials more objective and grounded in work outcomes, Neny Rochyany stressed the significance of fortifying functional positions through the integration of performance, competency, and talent assessments (https://mediaindonesia.com/humaniora/827833/pemerintah-genjot-pembenahan-asn-jabatan-funsional#goog_rewarded, accessed May 26, 2026).

Functional authorities must adjust to increasingly complex workloads, output-based employee performance, and more competitive expectations for career growth as a result of these policy changes. As Indonesia's ASN management oversight body, the National Civil Service Agency (BKN) plays a crucial role in guaranteeing the policy's successful execution. Functional officials face a variety of difficulties as a result of the new policy's implementation, including obstacles to their career advancement, an increase in workload brought on by the loss of activity items and modifications to the reporting system, and the emergence of feelings of pressure brought on by higher performance goals and unclear job responsibilities. Employee performance is impacted by various factors, which may be influenced by job satisfaction.

RESEARCH METHOD

Quantitative research is the method employed. According to Sugiyono (2020), quantitative research aims to centralize issue solving by gathering, organizing, and evaluating numerical data through hypothesis testing. In order to describe and assess the causal relationship between variables through hypothesis testing, this study used a casual associative approach (Explanatory Research).

Research aimed at determining the causal relationship between two or more variables is known as associative causal research (Sugiyono, 2020). According to Hardani et al. (2020), associative quantitative research emphasizes measurement and causal analysis between different variables. Through the mediator variable of job satisfaction, this study seeks to determine how independent variables (career development and workload) affect the dependent variable (employee performance). Researchers can forecast, confirm, and understand the causal relationship between independent and dependent variables thanks to causal relationships.

Evaluation of Structural Models (*Inner Model*)

Based on the measurement model (Outer Model), the structural model (Innter Model) in PLS-SEM provides a summary of the theoretical causation

relationship between latent constructs that have been shown to be reliable and valid. To fulfill the goal of hypothesis testing and demonstrate the presence of a significant influence between variables, structural model evaluation is conducted (Scott, 2020). The standard Structural Model Assessment from Hair, Jr. et al. (2021), which highlights the model's predictive capacity and the importance of the route coefficient to address the problem formulation, is cited in the technical procedure.

The purpose of structural model evaluation is to measure the research hypothesis, forecast the causal relationship between variables, and evaluate the predictive power of the model. To determine how much of the variation in employee performance at the National Civil Service Agency may be attributed to modifications in the career development and workload system, an assessment using the determination coefficient and predictive relevance is required. The primary tool to address the empirical gap about the function of work satisfaction as a mediator is testing route coefficients and indirect effects.

The structural model (*Inner Model*) is carried out using a number of statistical indicators, namely:

1. Determination Coefficient Test ()R^2

Sugiyono (2020) states that the determination coefficient test determines how much the independent variables' combined contribution explains the dependent variables. (Hair, Jr. et al., 2021) highlighting that the determination coefficient uses the process of variance of dependent variables defined by independent variables to show the degree of accuracy of the model's prediction. The model's predictive power increases with the determination coefficient's value. The value falls between 0 and 1, where a value of 0 means that the independent variable cannot account for any variation in the dependent variable, and a value of 1 means that it can account for every variation in the dependent variable.R^2

The purpose of this evaluation was to determine how much of the dependent variables' variance could be accounted for by the model's independent variables. According to Hair, Jr. et al. (2021), a value of 0.75 is regarded as substantial/strong, a value of 0.50 as moderate, and a value of 0.25 as weak.

2. Effect Size Test ()f^2

In the structural model, effect size is a statistical measure of how much independent factors influence dependent variables. By comparing the values before and after the variables are removed from the model, this evaluation seeks to determine the extent of the particular influence of an independent variable on the dependent construct.f^2

This test is designed to evaluate each external construct's unique influence on endogenous constructs. The effect size test is used to determine the significant impact of an independent variable on the dependent variable in the event that the variable is removed from the model, according to Hair, Jr. et al. (2021).

The criteria used to measure are as follows:f^2

- $0.02 \leq < 0.15 f^2$ = Small effects

- $0.15 \leq < 0.35 f^2$ = Moderate effect
- $f^2 \geq 0.35$ = Big effect
- < 0.02 = No effect

3. Intervariable Collinearity Test (VIF Value)

According to Hair, Jr. et al. (2021), collinearity happens when independent variables have a strong relationship with one another, which makes it difficult for the model to predict coefficients effectively. Multicollinearity reduces the model's ability to explain the interactions between variables and causes the coefficients to become unstable, which can increase the standard error. To ascertain whether two or more things are tightly associated or closely related linearly between independent items, tests must be conducted.

To make sure that there is no redundancy between constructs that could impede the interpretation of path parameters, collinearity is examined using the VIF value. For a moderate indication, the VIF value should be less than 5. It should, however, preferably be at <3 (free of collinearity concerns). Given that the model contains many exogenous factors that are thought to have an impact on the same construct, this evaluation is very important.

4. Predictive Relevance Test ()Q^2

Relevance tests are used as a validation tool to make sure the path model is predictively valid, according to Scott (2020). This is consistent with the viewpoint (Hair, Jr. et al., 2021), which explains that the model's capacity to predict unobserved data is evaluated using predictive relevance.

Predictive relevance is evaluated using blindfolding processes, which involve eliminating a portion of the data, re-predicting these values, and comparing the results with the original data to determine how accurate the model is at making predictions. The model is deemed to have predictive validity that is pertinent to the endogenous variable if the value is greater than zero. On the other hand, the model is deemed irrelevant for forecasting if the value is near zero or negative. A low predictive value is 0.02, a medium predictive value is 0.15, and a strong predictive Q^2 Q^2 value is 0.35 (Hair, Jr. et al., 2021).

5. *Path Coefficient* and Model Visualization

According to Scott (2020), the Path Coefficient is used to demonstrate whether the independent variable significantly and unidirectionally (positively or negatively) affects the dependent variable. According to (Hair, Jr. et al., 2021), the explain path coefficient, which has a value range of -1 to +1, indicates the direction and intensity of the association between latent variables.

The final model visualization, which defines a valid structural model and shows the path coefficient on each relationship between variables as well as the degree of effect on each endogenous variable, will be the presentation of the analysis's findings.

6. *Model Fit* (SRMR)

According to (Hair, Jr. et al., 2021), model fit is carried out to guarantee that there are no model specification flaws. For the model to be classified as having a good fit, the cutoff value is SRMR < 0.08.

The structural model used is acceptable (fit) and capable of presenting the structure of the relationship between variables, as indicated by the low SRMR value.

Hypothesis Test

According to Sugiyono (2020), a hypothesis is a provisional solution to the problem formulation presented in the form of a question sentence. The act of determining whether the purported claims made by researchers (hypotheses) are supported by empirical data gathered during the study process is known as hypothesis testing. The hypothesis test consists of two parts: (Hypothesis zero), which asserts that there is no influence between variables, and (Alternative hypothesis), which asserts that there is. *H_0 H_1*

In order to demonstrate whether the correlations between the developed variables are validated by field data, hypothesis testing is crucial. This hypothesis test aids in drawing results that are objective, scientific, and statistically sound. There are two different kinds of hypothesis testing in this research model: direct influence testing (also known as direct effect) and indirect influence testing (also known as indirect effect).

Direct Effect Analyst

In order to demonstrate whether the correlations between the developed variables are validated by field data, hypothesis testing is crucial. This hypothesis test aids in drawing results that are objective, scientific, and statistically sound. There are two different kinds of hypothesis testing in this research model: direct influence testing (also known as direct effect) and indirect influence testing (also known as indirect effect).

The statistical significance of the association is then ascertained by comparing the t-value and p-value with the critical value. The direct influence is deemed significant if the p-value is less than the significance level (0.05). This procedure is essential to guaranteeing the statistical reliability and actual occurrence of the relationships assumed in the model. The steps involved in examining the impact of non-linear effect are as follows:

a) To create the distribution of path coefficient, t-value, and p-value values, the original data is resampled during the bootstrapping procedure.
b) To determine the size of the influence in relation to its variability (significance level), the bootstrapping results of each path coefficient are used to compute the t-value. The influence generated is stronger and more meaningful when the t-value is higher.
c) The bootstrapping findings' t-value distribution is used to compute the p-value. The path coefficient is considered statistically significant if the P-value is less than the significance level (<0.05).
d) For the two-way test, the critical t-value of 1.96 at a significance level of 5% was compared to the t-Statistics value derived from the bootstrapping findings. The route coefficient is deemed significant if the t-Statistics is greater than 1.96.

e) The resultant p-value is compared to the predetermined significance limit to evaluate significance. The path coefficient is statistically significant if the p-value is less than 0.05.
f) Use the t-value or p-value to assess and interpret the path coefficient's significance. The links between the constructs are deemed genuine and acceptable in the model if the test results demonstrate significance. However, if it is not substantial, the model has to be modified or the relationship examined.

Indirect Effect Analyst

To determine whether independent variables have an impact on dependent variables through intermediary variables (mediators), indirect influence testing is used. The path coefficient between independent factors and mediators as well as between mediators and dependent variables is multiplied to determine this influence. The bootstrapping results' t-value and p-value were used to determine significance.

RESEARCH FINDINGS

The need to follow medical advice and the duty to uphold religious beliefs frequently clash in religious communities. This conflict is particularly present when medical procedures are thought to be at odds with the tenets of the religion practiced. For instance, some groups oppose medical treatments like blood transfusions, immunizations, or the usage of specific drugs that are thought to be incompatible with religious doctrine or contain forbidden substances. Every citizen's right to health must be protected by the state through health regulations, and freedom of religion is also guaranteed by the 1945 Constitution's Article 28E, paragraph (1), which declares that everyone is free to practice their religion. The issue necessitates that health laws be applied in religious communities in a way that is both legalistic and considerate of spiritual values. The legislation must be able to strike a balance between preserving public health and upholding religious freedom when a person or group declines medical treatment due to their religious beliefs.

Everyone has the right to obtain appropriate, safe, and high-quality health care without discrimination, according to Law Number 17 of 2023 concerning Health, Article 4 paragraph (1). This clause highlights how crucial it is for people from all backgrounds, including members of religious communities, to have equitable and compassionate access to health care. Legal rules should therefore be a discussion tool that balances adherence to medical procedures with respect for religious teachings rather than being strict or one-sided. Health law will be more socially and spiritually acceptable with a dialogical and inclusive approach, and it will be able to strike a balance between medical authority and societal religious beliefs. Particularly from an Islamic perspective, religion is a system of life that includes all facets, including health, in addition to serving as a spiritual compass. Islam views health as a comprehensive concept that includes both physical and psychological well-being and is strongly tied to moral principles and religious beliefs.

The immunization program is a practical example. Initially, several refused to receive the vaccination because they were concerned that it contained substances that were prohibited. However, the number of vaccination acceptances quickly rose after the Indonesian Ulema Council (MUI) issued a fatwa stating that vaccines can be used to protect people's health. This demonstrates how religious authority have a significant impact on medical decisions in religious countries. Apart from immunization, religious societies have also debated the topic of contraception and vasectomy. Some cultures decline because they believe it goes against the idea of "rejecting offspring." However, some people started to embrace when religious leaders and medical professionals clarified that the goal of contraception is to preserve maternal and child health and enhance family welfare.

A strict legal approach is far less successful than this type of dialogical approach. Put another way, if people believe that their religious beliefs are still upheld, they will comply with medical policy more. Another significant discovery is that there are numerous health benefits associated with religious worship. Ablution prior to prayer, for instance, teaches good body cleanliness in accordance with medical principles to prevent illness. Maintaining body balance, enhancing blood circulation, and flexing muscles are all aided by regular prayer movements five times a day. In addition to its spiritual significance, Ramadan fasting has been shown to improve physical health through detoxification, food control, and self-discipline. This study demonstrates that religion and health are actually complementary rather than antagonistic.

Interviews with a number of religious leaders reveal that they consider health to be a component of worship. Maintaining one's physical well-being is viewed as a way to increase worship and express thankfulness for God's favor. Because of this, religious leaders play a crucial role in spreading health messages. It will be simpler for people to comprehend and accept medical interventions when religious leaders communicate that sustaining health is a moral and spiritual duty. Furthermore, this study discovered that public trust is enhanced by the employment of religious symbols in health socialization. People feel more connected and trusting when health counseling services are conducted in mosques or when religious terminology is used. This contrasts with health counseling, which solely employs medical terminology and ignores the spiritual component, which frequently seems inflexible and challenging for religious communities to comprehend.

Overall, the study's findings support the notion that the degree to which a policy upholds religious principles has a significant impact on the effectiveness of health initiatives in religious communities. Because they are seen as ignoring the spiritual facets of society, health rules that solely focus on the rule of law frequently fail. However, it has been shown that legislation created by incorporating religious leaders, employing cultural approaches, and honoring people's beliefs are more successful in boosting adherence to medical advice. Therefore, it may be said that religious adherence and medical compliance are not mutually exclusive. If there is effective communication, inclusive discourse, and respect for the community's spiritual beliefs, the two can coexist. If medical

professionals, the government, and religious leaders collaborate to raise understanding that preserving health is not simply a medical issue but also a matter of worship and moral obligation to God, religious groups will achieve optimal health.

Overview of Research Objects

The National Civil Service Agency (BKN), a government organization with a key role in the execution of ASN management, was the site of this study. The study focuses on BKN functional officials who have been directly impacted by the implementation of PermenPANRB Number 1 of 2023 concerning Functional Positions, a mechanism that was previously focused on completing activity items and credit scores into a system that prioritizes performance achievement.

A number of facets of functional officials' tasks are impacted by the implementation of these rules, particularly those pertaining to employee performance, workload, career advancement, and job satisfaction. The new approach is based on the degree of accomplishment of performance goals that have been agreed upon with superiors rather than the accrual of credit points from the execution of specific activity items. Functional authorities must be able to adjust to more adaptable and results-driven work processes as a result of these developments.

Functional officials in the BKN environment at the First Expert and Young Expert levels are the subject of this study. In order to provide a representative image of the issue under study, the two levels of positions were chosen based on the similarity of their work characteristics and performance evaluation systems. Furthermore, the two levels comprise the BKN's largest group of functional authorities.

Outer Model Testing

The purpose of this measurement model is to evaluate the reliability and validity of research tools that link indicators to their hidden variables. In order to prevent measurement error bias in the hypothesis test results (Inner Model), this evaluation seeks to guarantee that each construct is empirically distinct (discriminant validity) and that the measurement item has good internal consistency. The outer model analysis, which is conducted using three (three) indicators, uses the reflective indicators listed below:

a. Convergent Validity Test Results

Finding the degree of positive correlation between the indicator and its construct variables is the goal of this validation. Factor of Value Loading A high signifies that the indicator is very good at measuring or representing latent constructs. Factor of Value Loading Every ideal indicator is greater than 0.708 (Hair, Jr. et al., 2021). This score shows that more than half of the indicator's volatility can be explained by the latent variable. On the other hand, indicators with a loading factor between 0.40 and 0.70 may be eliminated, in which case the model is recalculated.

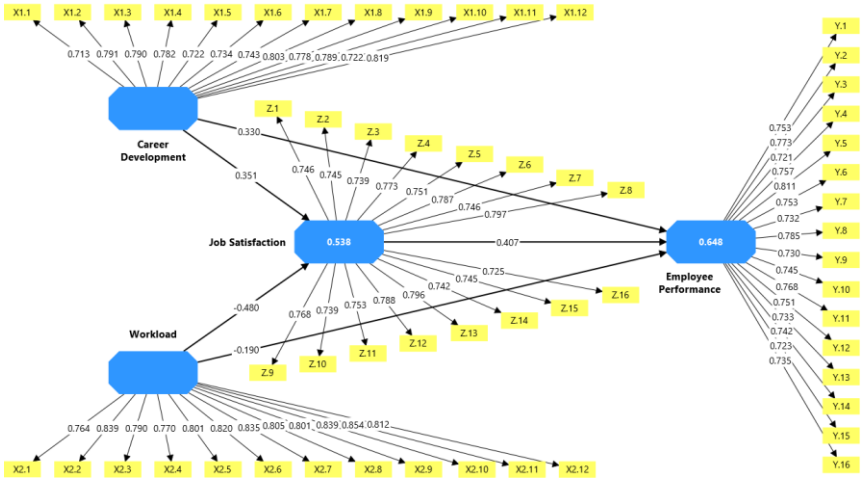

Table 1 Convergent Validity Test Results

Variable	Indicator	Loading Factor	Cut Off	Verdict	AVE
Career Development	X1.1	0.713	0.7	Valid	0,587
	X1.2	0.791	0.7	Valid	
	X1.3	0.790	0.7	Valid	
	X1.4	0.782	0.7	Valid	
	X1.5	0.722	0.7	Valid	
	X1.6	0.734	0.7	Valid	
	X1.7	0.743	0.7	Valid	
	X1.8	0.803	0.7	Valid	
	X1.9	0.778	0.7	Valid	
	X1.10	0.789	0.7	Valid	
	X1.11	0.722	0.7	Valid	
	X1.12	0.819	0.7	Valid	
Workload	X2.1	0.764	0.7	Valid	0,658
	X2.2	0.839	0.7	Valid	
	X2.3	0.790	0.7	Valid	
	X2.4	0.770	0.7	Valid	
	X2.5	0.801	0.7	Valid	
	X2.6	0.820	0.7	Valid	
	X2.7	0.835	0.7	Valid	
	X2.8	0.805	0.7	Valid	
	X2.9	0.801	0.7	Valid	
	X2.10	0.839	0.7	Valid	
	X2.11	0.854	0.7	Valid	
	X2.12	0.812	0.7	Valid	
Job Satisfaction	Z.1	0.746	0.7	Valid	0.576
	Z.2	0.745	0.7	Valid	

Variable	Indicator	Loading Factor	Cut Off	Verdict	AVE
	Z.3	0.739	0.7	Valid	
	Z.4	0.773	0.7	Valid	
	Z.5	0.751	0.7	Valid	
	Z.6	0.787	0.7	Valid	
	Z.7	0.746	0.7	Valid	
	Z.8	0.797	0.7	Valid	
	Z.9	0.768	0.7	Valid	
	Z.10	0.739	0.7	Valid	
	Z.11	0.753	0.7	Valid	
	Z.12	0.788	0.7	Valid	
	Z.13	0.796	0.7	Valid	
	Z.14	0.742	0.7	Valid	
	Z.15	0.745	0.7	Valid	
	Z.16	0.725	0.7	Valid	
Employee Performance	Y.1	0.753	0.7	Valid	0.564
	Y.2	0.773	0.7	Valid	
	Y.3	0.721	0.7	Valid	
	Y.4	0.757	0.7	Valid	
	Y.5	0.811	0.7	Valid	
	Y.6	0.753	0.7	Valid	
	Y.7	0.732	0.7	Valid	
	Y.8	0.785	0.7	Valid	
	Y.9	0.730	0.7	Valid	
	Y.10	0.745	0.7	Valid	
	Y.11	0.768	0.7	Valid	
	Y.12	0.751	0.7	Valid	
	Y.13	0.733	0.7	Valid	
	Y.14	0.742	0.7	Valid	
	Y.15	0.723	0.7	Valid	
	Y.16	0.735	0.7	Valid	

Source: Processed by the Author Using SmartPLS 4, 2026

The loading factor of each indicator variable and the AVE value on each variable or dimension can be used to determine the validity of reflective indicators as a measure of latent variables. This process is known as convergent validity. If the loading factor value is greater than 0.70, the indicator is considered to have strong dependability. It is evident from the following table that each construct's indicators offer a high convergent validity value, all of which are above 0.70 and the AVE value is above 0.5. This outcome indicates that the indicator has strong convergent validity.

DISCRIMINANT VALIDITY TEST

Statement Items	Career Development	Workload	Job Satisfaction	Employee Performance
X1.1	0.713	-0.372	0.423	0.492
X1.2	0.791	-0.404	0.457	0.554
X1.3	0.790	-0.432	0.522	0.558
X1.4	0.782	-0.496	0.515	0.523
X1.5	0.722	-0.395	0.475	0.480
X1.6	0.734	-0.412	0.474	0.504
X1.7	0.743	-0.424	0.457	0.522
X1.8	0.803	-0.424	0.476	0.505
X1.9	0.778	-0.435	0.489	0.545
X1.10	0.789	-0.493	0.490	0.553
X1.11	0.722	-0.389	0.450	0.532
X1.12	0.819	-0.450	0.452	0.546
X2.1	-0.428	0.764	-0.490	-0.506
X2.2	-0.476	0.839	-0.586	-0.513
X2.3	-0.535	0.790	-0.527	-0.536
X2.4	-0.482	0.770	-0.551	-0.570
X2.5	-0.472	0.801	-0.591	-0.553
X2.6	-0.448	0.820	-0.556	-0.568
X2.7	-0.462	0.835	-0.572	-0.588
X2.8	-0.369	0.805	-0.476	-0.460
X2.9	-0.401	0.801	-0.554	-0.478
X2.10	-0.421	0.839	-0.537	-0.500
X2.11	-0.491	0.854	-0.591	-0.533
X2.12	-0.434	0.812	-0.524	-0.490
Z.1	0.535	-0.440	0.746	0.540
Z.2	0.497	-0.542	0.745	0.600
Z.3	0.484	-0.592	0.739	0.536
Z.4	0.375	-0.425	0.773	0.558
Z.5	0.489	-0.443	0.751	0.575
Z.6	0.490	-0.518	0.787	0.584
Z.7	0.498	-0.572	0.746	0.561
Z.8	0.490	-0.531	0.797	0.602
Z.9	0.407	-0.456	0.768	0.549
Z.10	0.502	-0.516	0.739	0.533
Z.11	0.475	-0.543	0.753	0.567
Z.12	0.425	-0.487	0.788	0.593
Z.13	0.464	-0.482	0.796	0.579
Z.14	0.441	-0.578	0.742	0.502
Z.15	0.443	-0.536	0.745	0.527
Z.16	0.483	-0.521	0.725	0.563
Y.1	0.494	-0.482	0.564	0.753

Statement Items	Career Development	Workload	Job Satisfaction	Employee Performance
Y.2	0.555	-0.514	0.581	0.773
Y.3	0.457	-0.420	0.531	0.721
Y.4	0.524	-0.569	0.529	0.757
Y.5	0.553	-0.450	0.551	0.811
Y.6	0.450	-0.496	0.549	0.753
Y.7	0.453	-0.462	0.535	0.732
Y.8	0.499	-0.513	0.562	0.785
Y.9	0.463	-0.563	0.579	0.730
Y.10	0.567	-0.453	0.571	0.745
Y.11	0.607	-0.492	0.541	0.768
Y.12	0.460	-0.455	0.553	0.751
Y.13	0.574	-0.488	0.551	0.733
Y.14	0.589	-0.484	0.598	0.742
Y.15	0.526	-0.491	0.587	0.723
Y.16	0.457	-0.454	0.490	0.735

By evaluating the correlation between a construct's indicator and other constructs as determined by cross loading values, discriminant validity can be measured. if the concept indicator's correlation is greater than the indicator's correlation with other constructs. It is evident from the preceding table that, in comparison to the loading values of other latent variables, each indication of each latent variable has the highest loading factor value. This indicates that the discriminant validity of each latent variable is good.

HTMT and *Square Root of Average (AVE) Validity Test*

Method	Variable	Career Development	Workload	Job Satisfaction	Employee Performance
HTMT	Career Development				
	Workload	0.589			
	Job Satisfaction	0.654	0.706		
	Employee Performance	0.727	0.680	0.777	
Square Root Of AVE	Career Development	0.766			
	Workload	-0.559	0.811		
	Job Satisfaction	0.619	-0.676	0.759	
	Employee Performance	0.688	-0.649	0.740	0.751

Measurement using the HTMT and Fornell-Larcker methods, which compare the square roots of AVE with latent vertical correlation, is another way to evaluate discriminant validity. If the square root of AVE along the diagonal line is more than the correlation between one construct and another and the HTMT value of all variables is less than 0.9, the discriminant's validity is considered good. It is clear from the following table that the construct has a strong degree of validity because the greatest HTMT value is 0.777 < 0.9 and the square root value of AVE along the diagonal line is greater the correlation between one construct and another.

RELIABILITY TEST

Variable	Cronbach's Alpha	Composite Reliability	Verdict
Career Development	0.936	0.945	Reliable
Workload	0.953	0.958	Reliable
Job Satisfaction	0.951	0.956	Reliable
Employee Performance	0.948	0.954	Reliable

The composite reliability and Cronbach's alpha values of the indicator blocks that measure the construct were examined in order to conduct the reliability test. The Cronbach's alpha and composite reliability values in the above table are greater than 0.7, indicating that every construct in the estimated model satisfies the requirements (reliable).

DETERMINATION TEST

Models	R-square	R-square adjusted
Job Satisfaction	0.541	0.538
Employee Performance	0.651	0.648

For job satisfaction, an adjusted R-square value of 0.538 was found. This demonstrates that the combination of Career Development and Workload was able to account for 53.8% of the variation in Job Satisfaction, with other factors not included in the research model accounting for the remaining 46.2%. Additionally, Career Development, Workload, and Job Satisfaction were simultaneously able to explain 64.8% of the variation in Employee Performance, with the remaining 35.2% being influenced by factors outside the research model, according to the Adjusted R-square value for Employee Performance of 0.648.

***EFFECT SIZE* (F2)**

Relationships	F-Square	Categories
Career Development → Job Satisfaction	0.184	Moderate
Workload → Job Satisfaction	0.345	Moderate
Career Development → Employee Performance	0.181	Moderate
Workload → Employee Performance	0.053	Small
Job Satisfaction → Employee Performance	0.218	Moderate

Career Development to Job Satisfaction had a value of 0.184, which fell into the medium group, according to the impact size (f^2) analysis results. This demonstrates that in structural models, career development significantly boosts job satisfaction. With a f2 value of 0.345, the link between workload and job satisfaction is in the medium category and quite near to the large category. These results show that, when compared to other variables in the model, workload is the variable that contributes most to the explanation of changes in job satisfaction. Additionally, the f2 value for the association between career development and employee performance is 0.181, falling into the medium range. As a result, career development plays a significant role in raising employee performance. With a f2 value of 0.053, the link between workload and employee performance falls into the minor category. This demonstrates that while workload affects employee performance, the contribution is rather little when compared to other model factors. Meanwhile, the association between Job Satisfaction and Employee Performance has a f^2 value of 0.218, which is in the medium range. These results demonstrate that job satisfaction plays a crucial role as a mediating variable in the study model and significantly contributes to the explanation of the variation in employee performance.

PREDICTION RELEVANCE (Q2)

Endogenous Variable	Q^2 Predict
Job Satisfaction	0.524
Employee Performance	0.563

Job satisfaction and work engagement had Q^2 Predict values of 0.524 and 0.563, respectively, according to the Predictive Relevance (Q^2) test results. The fact that both values are bigger than zero ($Q^2 > 0$) suggests that both endogenous variables can be accurately predicted by the research model. The association between self-efficacy, perceived organizational support, job satisfaction, and work engagement can be explained by the structural model developed in this study, which has good predictive capacities.

TEST MODEL FIT

Table of Contents	Saturated model	Estimated model
SRMR	0.059	0.059
d_ULS	5.621	5.621
d_G	3.714	3.714
Chi-square	5152.556	5152.556
NFI	0.679	0.679

The NFI and SRMR numbers show the fit model's value. A tiny SRMR of 0.8 and an NFI score of 1 show that the model is appropriate and well-formed. The aforementioned data yielded an SRMR value of 0.059 < 0.08 and an NFI value of 0.679, which is around 1. Therefore, it can be concluded that the developed model is suitable and good.

DIRECT EFFECT HYPOTHESIS TESTING

Hypothesis	Original Sample	T statistics (|O/STDEV|	P value	Verdict

	(O)	)	s	
Career Development -> Job Satisfaction	0.351	6.513	0.000	Significant Positives
Workload -> Employee Performance	-0.190	2.961	0.003	Significant Negatives
Career Development -> Employee Performance	0.330	6.768	0.000	Significant Positives
Workload -> Job Satisfaction	-0.480	9.795	0.000	Significant Negatives
Job Satisfaction -> Employee Performance	0.407	6.683	0.000	Significant Positives

1. The Effect of Career Development on Job Satisfaction
   According to the test results, Career Development and Job Satisfaction exhibited a path coefficient value (β = 0.351), T-statistic = 6.513 (> 1.96), and P-value = 0.000 (< 0.05). The hypothesis is therefore approved. A positive coefficient value indicates that employee job satisfaction increases with the quality of career development offered by the company. Assuming all other factors remain constant, the size of the coefficient of 0.351 shows that for every unit increase in career development, job satisfaction will rise by 0.351 units.
2. The Effect of Workload on Employee Performance
   The path coefficient (β = -0.190), T-statistic = 2.961 (> 1.96), and P-value = 0.003 (< 0.05) were all displayed in the test findings. The hypothesis is therefore approved. A negative coefficient value means that an employee's performance decreases as their workload increases. Employee performance will drop by 0.190 units for every unit increase in workload, according to the size of the coefficient of -0.190.
3. Career Development → Employee Performance
   The analysis's findings revealed a path coefficient (β = 0.330), T-statistic = 6.768 (> 1.96), and P-value = 0.000 (< 0.05) for the association between career development and employee performance. As a result, the theory is approved. Increased career development will boost employee performance, according to positive coefficient values. Employee performance is predicted to rise by 0.330 units for every unit increase in career development.
4. The Effect of Workload on Job Satisfaction
   The path coefficient (β = -0.480), T-statistic = 9.795 (> 1.96), and P-value = 0.000 (< 0.05) were all displayed in the test findings. The hypothesis is therefore approved. The negative coefficient shows that employee job satisfaction decreases with increasing effort. Among the direct associations in the model, the coefficient of -0.480 has the highest absolute value, indicating that workload has a significant detrimental impact on job satisfaction.
5. The Effect of Job Satisfaction on Employee Performance
   The test results showed that the relationship between Job Satisfaction and

Employee Performance had a path coefficient (β = 0.407), T-statistic = 6.683 (> 1.96), and P-value = 0.000 (< 0.05). Thus, the hypothesis is accepted. The positive coefficient value shows that the higher the job satisfaction felt by the employee, the higher the employee's performance. Each one unit increase in Job Satisfaction will increase Employee Performance by 0.407 units, assuming other variables are fixed.

INDIRECT EFFECT TESTING

Hypothesis	Original Sample (O)	T statistics (|O/STDEV|)	P values	Verdict
Career Development -> Job Satisfaction -> Employee Performance	0.143	4.825	0.000	Significant Positives
Workload -> Job Satisfaction -> Employee Performance	-0.195	5.338	0.000	Significant Negatives

6. The Influence of Career Development on Job Satisfaction through Employee Performance
   According to the test results, career development indirectly affects employee performance through job satisfaction, with a path coefficient value of β = 0.143, a T-statistic of 4.825 (> 1.96), and a P-value of 0.000 (< 0.05). The hypothesis is therefore approved. These findings demonstrate that the relationship between career development and employee performance is substantially mediated by job satisfaction. An increase in career development will boost job satisfaction, which will then have an effect on improving employee performance, according to a positive coefficient value. Put another way, higher job satisfaction is one way that career development influences employee performance.
7. The Effect of Workload on Job Satisfaction through Employee Performance
   According to the test results, the path coefficient value (β = -0.195), T-statistic = 5.338 (> 1.96), and P-value = 0.000 (< 0.05) indicated that workload indirectly affected employee performance through job satisfaction. As a result, the theory is approved. The negative impact of workload on employee performance is substantially mediated by job satisfaction, as indicated by a negative coefficient value. This implies that a greater workload results in a lower level of job satisfaction, which eventually lowers employee performance. As a result, workload has a detrimental impact on employee performance both directly and indirectly through a decline in job satisfaction.

CONCLUSION

Through the role of job satisfaction mediation among functional employees at the State National Service Agency (BKN), this study attempts to examine the impact of career development and workload on employee

performance. Changes in the performance-based functional position management system that have implications for career growth, higher job expectations, and how businesses sustain employee performance and happiness are the driving forces behind this study.

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