THE EFFECT OF CAREER DEVELOPMENT, COMPETENCE AND COMPENSATION ON JOB SATISFACTION AND THEIR IMPACT ON EMPLOYEE PERFORMANCE AT THE NATIONAL UNIT AND POLITICAL AGENCY OF NORTH SUMATRA PROVINCE

Ferry Panjaitan¹), Yuanita Fernandes Sinaga²)

Faculty of Economics and Business, Universitas HKBP Nommensen, Medan, Indonesia

*E-mail: ferrypanjaitan@uhn.ac.id

Abstract

The type of research is quantitative descriptive, where this research describes Career Development, Competence, Compensation, Satisfaction and Performance in the National Unity and Political Agency of North Sumatra Province. This study also examines the relationship between these variables, both direct and indirect effects. The population in this study were all employees at the National Unity and Political Agency of the Province of Indonesia, amounting to 55 employees and the entire population was included in the sample in this study or also called the saturated sample. The list of questions in this study was first tested for validity and reliability, the data was processed with the help of the SPSS version 25 program. The results of this study indicate that career development has a positive and significant effect on job satisfaction. Competence has no positive and significant effect on job satisfaction. Compensation has a positive and significant effect on job satisfaction. Career development has a positive and significant effect on performance. Competence has no significant effect on performance. Compensation has no positive and significant effect on performance. Satisfaction has no positive and significant effect on performance. Career development has no significant effect on performance through job satisfaction. Competence has no significant effect on performance through job satisfaction. Compensation significantly affects performance through job satisfaction of ASN at the National Unity and Political Agency of North Sumatra Province.

Keywords: Career Development, Competence, Compensation, Satisfaction, Performance

Article History: Received: 09 Agustus 2022 Revised: 07 November 2022 Accepted: 23 November 2022
INTRODUCTION

Utilization of human resources effectively and efficiently can affect the survival and growth of the organization in the future. Human resources have a major role in every activity of the organization. Although supported by facilities and infrastructure as well as excessive sources of funds, organizational activities will not be completed properly without the support of reliable human resources.

Human resources must always be considered, maintained, maintained and developed as a resource that moves and directs the organization. One indicator of organizational success is good performance. The individual performance of its employees strongly influences the success of an organization.

In general, performance is a result of an employee's work from an organization's assigned job. Performance refers to the employee's work performance which is measured based on the standards or criteria that the organization has set. In addition, the existence of career development, competency development and appropriate compensation will motivate employees and increase employee morale at work.

Competence of high and appropriate human resources is needed by organizations today, including public organizations because with high competence it is expected that organizations can achieve high performance as well and of course be able to compete, not apart from this, of course, organizations that have low competence human resources, or not suitable is very likely to be an obstacle to developing the organization. On this basis, each organization takes various steps to ensure that each employee has the right competencies according to the challenges of their respective jobs, these steps include actions in selecting the right workforce, proper training and education to selection for promotion appropriately. The following provides data on the suitability of educational background with the position of each employee at the National and Political Unity Agency (Kesbangpol) of North Sumatra Province.

**Table 1. Recapitulation of Compatibility of Educational Background with Employment of Employees of the National Unity and Political Agency of North Sumatra Province**

<table>
<thead>
<tr>
<th>No</th>
<th>Information</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Employees whose education is following their position/job</td>
<td>41 people</td>
<td>74.55%</td>
</tr>
<tr>
<td>2</td>
<td>Employees whose education is not following their position/job</td>
<td>14 people</td>
<td>25.45%</td>
</tr>
</tbody>
</table>

Amount | 55 people | 100%

Source: North Sumatra Kesbangpol (2022)

From Table 1 above shows that there are 14 State Civil Apparatus (ASN) who have educational backgrounds that are not following the positions they currently occupy, this situation certainly indicates that the competence of ASN in the Kesbangpol of North Sumatra Province is still not good, although it is still possible to have competence. can be improved through training and work experience, but this will take time and become more difficult to implement if the educational background of the ASN concerned is not appropriate. Furthermore, the education level of the ASN Kesbangpol of North Sumatra Province is presented in the following table:
Table 2. Recapitulation of Education Levels for ASN Kesbangpol North Sumatra Province

<table>
<thead>
<tr>
<th>No</th>
<th>Educational stage</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>SENIOR HIGH SCHOOL</td>
<td>17 people</td>
<td>30.91%</td>
</tr>
<tr>
<td>2</td>
<td>Diploma 1</td>
<td>1 person</td>
<td>1.82%</td>
</tr>
<tr>
<td>3</td>
<td>3-year diploma</td>
<td>3 people</td>
<td>5.45%</td>
</tr>
<tr>
<td>4</td>
<td>Bachelor degree</td>
<td>22 people</td>
<td>40%</td>
</tr>
<tr>
<td>5</td>
<td>Master (S2)</td>
<td>12 people</td>
<td>21.82%</td>
</tr>
<tr>
<td></td>
<td><strong>Amount</strong></td>
<td><strong>55 people</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: North Sumatra Kesbangpol (2022)

The education level of ASN in the North Sumatra Province Kesbangpol as presented in the table above shows that quite a lot of ASN have a high school education level, namely 17 people or 30.9% of the total ASN. ASN in the North Sumatra Province Kesbangpol so that until now there are still many ASN in the North Sumatra Province Kesbangpol who have only high school graduates apart from that there are no scholarships or study assignments given by the North Sumatra Provincial Kesbangpol to ASN who are still in high school. bachelor degree to continue to master level.

The problem of low levels of education will certainly result in several things, such as the ASN group in the North Sumatra Province Kesbangpol where ASN who have a high school graduate or level of education will start groups from a low level, for example starting from group II a and so on, in addition to ASN in the Provincial Kesbangpol North Sumatra, which has a high school education level, of course also has class limits that can be achieved because of this level of education.

Currently, ASN in the North Sumatra Province Kesbangpol, totaling 55 people, have groups as shown in table 3 below:

Table 3. ASN group in the Kesbangpol of North Sumatra Province

<table>
<thead>
<tr>
<th>No</th>
<th>group</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>IV</td>
<td>10 people</td>
<td>18.18%</td>
</tr>
<tr>
<td>2</td>
<td>III</td>
<td>34 people</td>
<td>61.82%</td>
</tr>
<tr>
<td>3</td>
<td>II</td>
<td>11 people</td>
<td>20.00%</td>
</tr>
<tr>
<td></td>
<td><strong>Amount</strong></td>
<td><strong>55 people</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: North Sumatra Kesbangpol (2022)

The table above shows that 10 ASN in the Kesbangpol of North Sumatra Province still have class II, which is 20% of the total number of ASN, the low class is due to many things where among the causes of the low group is the level of education and the desire to take care of the increase in class or rank.

The low class of ASN in the North Sumatra Province Kesbangpol as presented in the table above certainly influences several things such as the ability to get a position and of course also affects the class and level of income or salary of the ASN concerned, where the complete salary of each ASN in the North Sumatra Province Kesbangpol is presented in Table 4 below.

Table 4. Gross Salary/revenue ASN at Kesbangpol, North Sumatra Province

<table>
<thead>
<tr>
<th>No</th>
<th>Gross salary</th>
<th>Number of ASN</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Under 2,000,000</td>
<td>2 people</td>
<td>3.64</td>
</tr>
<tr>
<td>2</td>
<td>2,000,000 to 3,370,000</td>
<td>9 people</td>
<td>16.36</td>
</tr>
<tr>
<td>3</td>
<td>3,370,000 - 5,000,000</td>
<td>36 people</td>
<td>65.45</td>
</tr>
<tr>
<td>4</td>
<td>Above 5,000,000</td>
<td>8 people</td>
<td>14.55</td>
</tr>
<tr>
<td></td>
<td><strong>Amount</strong></td>
<td><strong>55 people</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: North Sumatra Kesbangpol (2022)

The table above, we know that there are quite a lot of ASN in the North Sumatra Province Kesbangpol who receive a gross income of below 3 million rupiah, even though there are still ASN in the North Sumatra Province Kesbangpol whose gross income is below 2 million
rupiah, of course this is a problem for ASN in the North Sumatra Province Kesbangpol let alone living. in a big city, namely the city of Medan, this is certainly not able to support a quality life in the city of Medan. Performance appraisal at the National Unity and Political Affairs Agency Provsu uses the Employee Work Behavior Assessment (PKP) and Employee Work Target (SKP) assessment. SKP has been implemented since 2014 with the issuance of Government Regulation of the Republic of Indonesia Number 46 of 2011 concerning Performance Assessment of Civil Servants (PNS). The regulation requires all employees to make a work plan that will be carried out during one year that is used for promotion. Each ASN employee carries out this performance planning within one year whose performance results will be used as a quantity assessment by the Provsu Kesbangpol Agency.

The formulation of the problem in this study, among others: How is the effect of career development on the Job Satisfaction of ASN in the National Unity and Politics Agency of North Sumatra Province? How does compensation affect ASN's job satisfaction in the National Unity and Political Agency of North Sumatra Province? How does the influence of ASN competence affect the performance of ASN in the National Unity and Politics Agency of North Sumatra Province? How does compensation on the performance of ASN in the National Unity and Politics Agency of North Sumatra Province? How does job satisfaction affect the performance of ASN in the National Unity and Politics Agency of North Sumatra Province? How does career development influence the performance of ASN in the National Unity and Political Agency of North Sumatra Province through job satisfaction? How does the influence of employee competence affect the performance of ASN in the National Unity and Politics Agency of North Sumatra Province through job satisfaction? What is the effect of compensation on the performance of ASN in the National Unity and Provincial Politics?

**LITERATURE REVIEW**

Career development is the process of increasing individual work abilities that are achieved in order to achieve the desired career. Veithzal Rivai (2003) further Nawawi (2005), states that career development is oriented towards organizational/company development in responding to future business challenges. Every organization / company must accept the fact that its existence in the future depends on HR.

Competence is a fundamental characteristic that combines knowledge and skills that can cause or predict a person's work behavior or also a person's performance in various situations and work tasks. Sanghi (2007). Wardah (2007), conveying competence is a basic characteristic of a person that allows them to produce superior performance in their work.

Compensation is all forms of financial services, tangible services, and benefits received by employees as part of an employment relationship. According to Garry Dessler in Subekhi (2012) employee compensation is any form of payment or reward given to employees and arising from the employee's employment.

Job satisfaction is an emotional situation of a person who gives pride to himself and brings satisfaction to the achievements and performance he has done and motivates him to
work better. Job satisfaction is a general attitude towards a person's job that shows the difference between the number of awards workers receive and the amount they believe they should receive (Robbin, 2002).

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Anwar Prabu Mangkunegara, 2001). Good performance from an organization is a combination of the performance of all members of the organization for that in improving organizational performance, management must improve the performance of each employee in an organization, many things can be done by management or employees in order to improve performance.

One way that can be used is to carry out employee career development programs properly, where if employee career development is carried out properly then employees will work well and will produce good performance as well. Employees who have good competence will certainly be able to do a good job following the demands of the job and even exceed the standard demands of the employee's work, but if the employee has poor competence it will be very difficult to provide performance that is following the standard and will even very likely result in damage product.

Compensation received by employees is a consequence of an organization/agency that uses the skills or expertise of an employee must be given appropriately both in terms of size, time and issues of justice in providing compensation, because with good compensation, employees will work well. Also, the provision of inappropriate compensation will result in employees not being able to achieve high performance in the organization.

ASN who have good job satisfaction will certainly work happily which will affect the achievement of ASN performance and course vice versa. Compensation that is not good or not fair will certainly result in ASN feeling dissatisfied at work where in addition to good compensation, career development and good competence in an organization will also increase the satisfaction of members of the organization at work. For more details, the conceptual framework of this research is illustrated in the following figure:

![Conceptual Framework](image)

**Figure 1. Research Framework**

Based on the framework of thinking that has been presented above, the following hypothesis is formulated:

1. Career development positively and significantly affects Job Satisfaction of ASN at the National Unity and Politics Agency of North Sumatra Province.
2. Competence has a positive and significant effect on the work satisfaction of ASN at the National Unity and Political Agency of North Sumatra Province.
3. Compensation has a positive and significant effect on job satisfaction of ASN at the National Unity and Political Agency of North Sumatra Province.
4. Career development has a positive and significant effect on the performance of ASN in the National Unity and Political Agency of North Sumatra Province.
5. ASN competence has a positive and significant impact on the performance of ASN in the National Unity and Political Agency of North Sumatra Province.
6. Compensation has a positive and significant effect on the performance of ASN at the National Unity and Politics Agency of North Sumatra Province.
of ASN at the National Unity and Political Agency of North Sumatra Province.

7. Job satisfaction has a positive and significant effect on the performance of ASN at the National Unity and Political Agency of North Sumatra Province.

8. Career development affects the performance of ASN in the National Unity and Political Agency of North Sumatra Province through job satisfaction.


10. Compensation affects the performance of employees of the National Unity and Political Agency of North Sumatra Province through job satisfaction.

METHOD

This type of research is quantitative descriptive, Nazir (2005) states that descriptive research is a method in researching the status of human groups, a thought or a class of events in the present which aims to make a systematic, factual and accurate description, picture, or painting about facts, facts, properties and relationships between the investigated phenomena. This research was carried out at the office of the National Unity and Political Unity Office of the Provsu. This research was carried out from October 2021 to March 2022.

Population is a group or collection of all elements or individuals who are sources of information in a research (Sumarsono, 2004). The population in this study were all employees in the National Unity and Political Agency of the Province of North Sumatra, totaling 55 employees and all of them were used as samples.

RESULTS AND DISCUSSION

Coefficient of Determination (R2)
Table 5. Determinant Coefficient (R2 Test)

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.727a</td>
<td>.529</td>
<td>.500</td>
<td>2.204</td>
<td>2012</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Compensation, Competence, Career_Development
b. Dependent Variable: Performance

Source: Research Results, 2022 (data processed)

The R2 value obtained is 0.529 or 52.9%, which shows the ability of the career development, competence and compensation variables in explaining the variations that occur in the performance of the ASN of the National Unity and Political Agency of North Sumatra Province 52.9%. The remaining 47.1% is explained by other variables not included in this research model, such as ASN professionalism, ASN discipline, and others. The high coefficient indicates that the model is strong enough, where the variables studied are sufficient to determine the high and low performance of the ASN of the National Unity and Political Agency of North Sumatra Province.

Simultaneous Test (F Test)

To test this hypothesis, the F statistic is used with the following decision-making criteria: If the value of Fcount is greater than Ftable, then H0 is rejected and H1 is accepted. If the value of Fcount is less than Ftable, then H0 is accepted and H1 is rejected. Based on the table below, it can be seen that Fcount = 18.331 and Ftable = 2.79 in this case Fcount is greater than Ftable. Besides that, the significant value is 0.00 less than the alpha value of 0.05, so the decisions taken are H0 rejected and H1 accepted.

The acceptance of the alternative hypothesis indicates that the independent variables in this study are career development X1, competence X2, and compensation X3 simultaneously or simultaneously have a positive and significant effect on the dependent variable, namely the performance of ASN at the National Unity and Political Agency of North Sumatra Province (Y). Career development, competence and compensation simultaneously have a big or significant role in increasing or decreasing the performance of employees of the National Unity and Political Agency of North Sumatra Province.

A positive influence in this case indicates that if the independent variable increases it will increase the dependent variable while a significant influence indicates that changes that occur in the independent variable will result in a large change in the dependent variable, thus simultaneously or simultaneously Career development, competence and compensation is very influential in improving the performance of the National Unity and Political Agency of North Sumatra Province.

Table 6. Simultaneous Test (F Test)

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>267,162</td>
<td>3</td>
<td>89,054</td>
<td>18.331</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>238,046</td>
<td>49</td>
<td>4.858</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>505,208</td>
<td>52</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance
b. Predictors: (Constant), Compensation, Competence, Career_Development

Source: Research Results, 2022 (data processed)
**Partial Test (t Test)**

Similar to the F test hypothesis above, to test the hypothesis of the effect of career development, competence and compensation variables, partially on the performance of ASN in Kesbangpol Provsu a t-test was carried out. This study uses a 5% alpha significance level.

Table 7. Model I Partial Test (t Test)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>(Constant)</td>
<td>6.082</td>
<td>2.602</td>
<td></td>
<td>2.337</td>
<td>.024</td>
</tr>
<tr>
<td>Career development</td>
<td>.333</td>
<td>.096</td>
<td>.415</td>
<td>3.470</td>
<td>.001</td>
</tr>
<tr>
<td>Competence</td>
<td>.145</td>
<td>.151</td>
<td>.099</td>
<td>.962</td>
<td>.341</td>
</tr>
<tr>
<td>Compensation</td>
<td>.993</td>
<td>.165</td>
<td>.598</td>
<td>6.009</td>
<td>.000</td>
</tr>
</tbody>
</table>

**Table 8. Model II Partial Test (t Test)**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>(Constant)</td>
<td>9.100</td>
<td>2.782</td>
<td></td>
<td>3.271</td>
<td>.002</td>
</tr>
<tr>
<td>Career development</td>
<td>.222</td>
<td>.109</td>
<td>.382</td>
<td>2.844</td>
<td>.046</td>
</tr>
<tr>
<td>Competence</td>
<td>.273</td>
<td>.154</td>
<td>.259</td>
<td>1.771</td>
<td>.083</td>
</tr>
<tr>
<td>Compensation</td>
<td>.072</td>
<td>.221</td>
<td>.060</td>
<td>.328</td>
<td>.744</td>
</tr>
<tr>
<td>Satisfaction</td>
<td>.167</td>
<td>.145</td>
<td>.230</td>
<td>1.152</td>
<td>.255</td>
</tr>
</tbody>
</table>

Source: Research Results, 2022 (data processed)
From the table above, the following results are obtained:

1. The $t_{count}$ for the career development variable (2.844) is greater than $t_{table}$ (2.35) or the sig value (0.046) is smaller than alpha (0.05). $H_0$ is rejected and $H_1$ is accepted for the career development variable based on the results obtained. This shows that career development has a positive and significant influence on the performance of ASN in the National Unity and Political Agency of North Sumatra Province.

2. The $t_{count}$ value for the competency variable (1.771) is smaller than $t_{table}$ (2.35) and on the other hand, the sig value (0.083) is greater than alpha (0.05). $H_0$ is accepted and $H_1$ is rejected for the competency variable based on the results obtained. This shows that competence does not have a positive and significant effect on the performance of ASN in the National Unity and Political Agency of North Sumatra Province. The insignificant effect of competence on the performance of ASN in the National Unity and Political Agency of North Sumatra Province shows that the competence of ASN in the National Unity and Political Agency of North Sumatra Province does not have a major role in increasing or decreasing ASN performance. Where if there is a serious improvement regarding the competence of ASN in the National Unity and Political Agency of North Sumatra Province, there is no guarantee that it will significantly improve the performance of ASN, meaning that the result of this action may be that the performance of ASN will increase but the increase will not be significant. The insignificant influence between competence and performance in the National Unity and Political Agency of North Sumatra Province is certainly different from many cases elsewhere, several things that result in competence not affecting the performance of ASN in the National Unity and Political Agency of North Sumatra Province are as follows: Procedure work, very standard work procedures equipped with various technical instructions at the National Unity and Political Agency of North Sumatra Province make ASN work by relying on participating in or according to existing procedures or SOPs where employees who have inadequate competence will be able to carry out work with good as long as you want to follow the existing procedures. The need for creativity is low, most jobs in the National Unity and Political Agency of North Sumatra Province do not require high creativity so that ASN competence does not have a significant role in improving ASN performance.

3. The value of $t_{count}$ for the compensation variable (0.328) is smaller than $t_{table}$ (2.35) or the value of sig (0.744) is greater than alpha (0.05). $H_0$ is accepted and $H_1$ is rejected for the compensation variable based on the results obtained. Based on this value, compensation does not have a positive and significant effect on the performance of ASN at the National Unity and Political Agency of North Sumatra Province, which means that improvements in compensation programs at the National Unity and Political Agency of North Sumatra Province will not be able to improve the performance of ASN at the National Unity Agency and The politics of North Sumatra Province significantly and although it increased performance, the increase was only small or its role was not much. The results of testing the effect of compensation which do not have a positive and significant effect on the performance of ASN at the National Unity and Political Agency of North Sumatra Province are contrary to the theories described in this thesis. This difference is of course caused by many factors. Several factors that resulted in compensation not having a significant effect on the performance of the ASN of the National Unity and Political Agency of North Sumatra Province in this study, among others: ASN of the National Unity and Political Affairs Agency of North Sumatra Province feels that the compensation received is not lacking and does not become a problem in their daily work because some of them get committee fees from the activities carried out and also if
the compensation is large, the employees also do not get significant enthusiasm in their work. improve their performance but other things that have nothing to do with compensation are often factors that significantly increase ASN's performance. Performance Incentives or Benefits. ASN of the National Unity and Political Agency of North Sumatra Province also receives a performance allowance following the monthly realization of the performance of the ASN itself. So that ASN/ Employees can meet the needs of daily life even though some ASN only get a basic salary that has not been maximized.

4. The t count value for the job satisfaction variable (1.152) is greater than ttable (2.35) or the sig value (0.255) is smaller than alpha (0.05). Ho is rejected and H1 is accepted for the job satisfaction variable based on the results obtained. Based on this value, satisfaction does not have a positive and significant effect on the performance of ASN in the National Unity and Political Agency of North Sumatra Province, which means that improvements in programs to increase ASN job satisfaction in the National Unity and Politics Agency of North Sumatra Province will not be able to improve the performance of the ASN in the North Sumatra Province. National Unity and Politics of North Sumatra Province significantly.

Path Analysis
1. Analysis of the influence of career development on performance through job satisfaction of ASN National Unity and Political Agency of North Sumatra Province Direct, indirect and total influence coefficients:
   1) The direct effect of career development on performance is 0.382.
   2) The indirect effect of career development on performance through satisfaction is 0.230 x 0.415 = 0.0954

Hypothesis:
   Ho: Career development does not significantly affect performance through job satisfaction of ASN in the National Unity and Political Agency of North Sumatra Province.
   Ha: Career development has a significant indirect effect on job satisfaction of

   ASN in the National Unity and Political Agency of North Sumatra Province

   Hypothesis Testing Criteria:
   Reject Ho and accept Ha if the value of indirect influence > the value of direct influence.
   Reject Ha and accept Ho if the value of indirect influence < the value of direct influence.

   From the calculation, it is obtained that the value of direct influence = 0.382 and indirect influence = 0.0954 which means that the value of indirect influence is smaller than the value of direct influence, it can be concluded that Ho accepts and Ha is rejected, which means that career development indirectly has no effect. significant impact on performance through job satisfaction of ASN National Unity and Political Agency of North Sumatra Province.

2. Analysis of the influence of competence on performance through job satisfaction of ASN in the National Unity and Political Unity Agency of North Sumatra Province. Coefficient of direct, indirect and total influence:
   1) The direct effect of competence on performance is 0.259.
   2) The indirect effect of competence on performance through satisfaction is 0.230 x 0.099 = 0.023

Hypothesis:
   Ho: Competence has no indirect significant effect on performance through job satisfaction of ASN in the National Unity and Political Agency of North Sumatra Province.
   Ha: Competence Has Indirect Significant Influence on Job Satisfaction of ASN in the National Unity and Political Agency of North Sumatra Province

   Hypothesis Testing Criteria:
   Reject Ho and accept Ha if the value of indirect influence > the value of direct influence.
   Reject Ha and accept Ho if the value of indirect influence < the value of direct influence

   From the calculations obtained that the value of direct influence = 0.259 and indirect influence = 0.023 which means the value of indirect influence is smaller than the value of direct influence, it can be concluded that Ho accepts and Ha is rejected which means that competence indirectly has no significant effect on performance. through job satisfaction of
ASN of the National Unity and Political Agency of North Sumatra Province.

3. Analysis of the influence of compensation on performance through job satisfaction of ASN in the National Unity and Political Agency of North Sumatra Province. Coefficient of direct, indirect and total influence:

1) The direct effect of compensation on performance is 0.060.
2) The indirect effect of compensation on performance through satisfaction is 0.230 x 0.598 = 0.138

Hypothesis:
Ho: Compensation has no indirect significant effect on performance through job satisfaction of ASN in the National Unity and Political Agency of North Sumatra Province.
Ha : Compensation Has a Significant Indirect Effect on the Job Satisfaction of ASN in the National Unity and Political Agency of North Sumatra Province

Hypothesis Testing Criteria:
Reject Ho and accept Ha if the value of indirect influence > the value of direct influence.
Reject Ha and accept Ho if the value of indirect influence < the value of direct influence

From the calculations obtained that the value of direct influence = 0.060 and indirect influence = 0.138 which means the value of indirect influence is greater than the value of direct influence, it can be concluded that Ho rejects and Ha is accepted which means that compensation has a significant effect on performance through job satisfaction of ASN of the National Unity and Political Agency of North Sumatra Province.

CONCLUSIONS AND SUGGESTIONS

Based on the results of the research discussion in the previous chapter, several research conclusions can be drawn as follows:

Career development has a positive and significant influence on job satisfaction of ASN in the National Unity and Political Agency of North Sumatra Province. Competence has no positive and significant effect on job satisfaction of ASN in the National Unity and Political Agency of North Sumatra Province. Compensation has a positive and significant effect on job satisfaction of ASN at the National Unity and Political Agency of North Sumatra Province. Career development has a positive and significant effect on the performance of ASN of the National Unity and Political Agency of North Sumatra Province. Competence has no significant effect on the performance of the ASN of the National Unity and Political Agency of North Sumatra Province. Compensation significantly affects performance through job satisfaction of ASN at the National Unity and Political Agency of North Sumatra Province. Satisfaction has no positive and significant effect on the performance of the ASN of the National Unity and Political Agency of North Sumatra Province. Career development has no significant effect on performance through job satisfaction of ASN at the National Unity and Political Agency of North Sumatra Province. Competence has no significant effect on performance through job satisfaction of ASN at the National Unity and Political Agency of North Sumatra Province. Compensation significantly affects performance through job satisfaction of ASN at the National Unity and Political Agency of North Sumatra Province. Satisfaction has no positive and significant effect on the performance of the ASN of the National Unity and Political Agency of North Sumatra Province. Career development has no significant effect on performance through job satisfaction of ASN at the National Unity and Political Agency of North Sumatra Province. Competence has no significant effect on performance through job satisfaction of ASN at the National Unity and Political Agency of North Sumatra Province. Compensation significantly affects performance through job satisfaction of ASN at the National Unity and Political Agency of North Sumatra Province. Satisfaction has no positive and significant effect on the performance of the ASN of the National Unity and Political Agency of North Sumatra Province. Career development has no significant effect on performance through job satisfaction of ASN at the National Unity and Political Agency of North Sumatra Province. Competence has no significant effect on performance through job satisfaction of ASN at the National Unity and Political Agency of North Sumatra Province. Compensation significantly affects performance through job satisfaction of ASN at the National Unity and Political Agency of North Sumatra Province. Satisfaction has no positive and significant effect on the
effect on the performance of the ASN of the National Unity and Political Agency of North Sumatra Province. Career development has no significant effect on performance through job satisfaction of ASN at the National Unity and Political Agency of North Sumatra Province. Competence has no significant effect on performance through job satisfaction of ASN at the National Unity and Political Agency of North Sumatra Province. Compensation significantly affects performance through job satisfaction of ASN at the National Unity and Political Agency of North Sumatra Province. Competence has no significant effect on performance through job satisfaction of ASN at the National Unity and Political Agency of North Sumatra Province. Compensation significantly affects performance through job satisfaction of ASN at the National Unity and Political Agency of North Sumatra Province. Competence has no significant effect on performance through job satisfaction of ASN at the National Unity and Political Agency of North Sumatra Province. Compensation significantly affects performance through job satisfaction of ASN at the National Unity and Political Agency of North Sumatra Province.

Based on the results of the research and the conclusions above, some suggestions are given as follows: To the Head of the National Unity and Political Agency of North Sumatra Province, it is recommended to carry out career development properly by motivating or giving college permits to employees who have problems getting promoted due to education level. Such as sending ASN to undergraduate level who still have a high school diploma, because so far the granting of college permits is only given to ASN who are already undergraduates and continue to postgraduate programs. It is recommended that the Head of the National Unity and Political Affairs Agency of North Sumatra Province always inform about career development for all Bakesbangpol ASN so that competent ASN can develop careers in this agency.

The ASN of the National Unity and Political Agency of North Sumatra Province is advised to seek various information regarding the career development of ASN in the National and Political Unity Agency of North Sumatra Province. The ASN of the National Unity and Political Agency of North Sumatra Province is advised to improve their respective competencies by participating in training that is following the demands of the job, such as increasing the ability to use technology, especially using applications used in the National Unity and Political Agency of North Sumatra Province. For the next researcher, it is necessary to examine other variables not discussed in this study such as ASN motivation, ASN ability, emotional intelligence, compensation, leadership and others.

REFERENCES


Hutapea, Parulian and Nurianna Thoha, (2008), Competence Plus: Theory, Design, Case and Application for HR and Dynamic Organizations, Publisher : Gramedia Pustaka Utama, Jakarta


