



# THE INFLUENCE OF COMPETENCE AND WORK EXPERIENCE ON CAREER DEVELOPMENT AND PERFORMANCE OF ASN AT THE SERVICE OF PLANTATIONS AND HORTICULTURE IN SOUTHEAST SULAWESI PROVINCE

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## ABSTRACT

The purpose of this study was to find out and analyze: (1) The effect of competence on ASN career development (2) The effect of competence on ASN performance (3) The effect of work experience on ASN career development (4) The effect of work experience on ASN performance in the Plantations and Agriculture Services Southeast Sulawesi Province Horticulture, 5) The effect of career development on ASN performance (6) The role of career development in mediating the effect of competence on ASN performance (7) The role of career development in mediating the effect of work experience on ASN performance. The research respondents were 53 people and the data analysis method used Partial Least Square (PLS) analysis.

The results of the study show that: (1) Competence has a positive and significant effect on ASN career development, 2) Competence has a positive and significant effect on ASN performance, 3) Work experience has a positive and significant effect on ASN career development, 4) Work experience has a positive and significant effect on ASN performance, 5) Career development has a positive and significant effect on ASN performance, 6) Career development mediates the effect of competency on ASN performance, 7) Career development mediates the influence of competency on ASN performance.

**Keywords:** *Competence, Work Experience, Career Development, and Performance*

## INTRODUCTION

The State Civil Apparatus (ASN) is one of the determining factors in a dynamic development process so a bigger role is needed, especially in administering government. The smooth administration of government and the implementation of development requires the development of the state apparatus. The State Civil Apparatus (ASN) as the main element of human resources for the state apparatus has an important role in determining the success of governance and development. Therefore it cannot be denied that the human factor

is the main capital that needs to be considered in a government. This is very important because after all the success of an organization in achieving its goals is determined by the quality and ability of its human resources.

Human resources is an aspect that is very important for the survival and development of the organization. Human resources are useful in mastering technology, using capital, managing funds, and producing quality products. How sophisticated the technology utilized by an organization in carrying out its work is largely determined by the quality of the human resources that operate it.

Quality human resources are human resources who have good knowledge, abilities, skills, and attitudes at work. Therefore, organizations need to take steps to develop and improve the quality of employees. Employees are expected to always hone their knowledge, skills, and abilities so that they are better suited to the demands of the times and can improve the work performance of employees in the organization.

Human Resources have an important role for the organization because human resources as system managers, so that this system continues to run, of course in its management must pay attention to important aspects so that the employee concerned can be motivated to provide all capabilities according to what is needed by the organization. Human Resources with good performance, in the end, will produce good employee performance as well.

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him Mangkunegara, (2016: 9). Performance improvement is the most important thing desired by both employees and the organization. Organizations want optimal employee performance for the benefit of increasing work results and organizational profits. On the other hand, employees have an interest in self-development and job promotion. To fulfill these two desires, a good performance management system is needed (Bangun, 2012: 230).

Employee performance is influenced by several factors, one of which is competence. Wibowo's book (2018: 325) states that competence is a fundamental character in each person that is interconnected with the referenced criteria for a good performance in a particular task. According to Fahmi (2016: 54), competence is defined as the personal aspects of a worker that make it possible to achieve superior performance. These aspects include traits, motives, value systems, attitudes, knowledge, and skills where competence will direct behavior, while behavior will result in performance.

Another factor that affects employee performance is work experience. Smayling et. al. (2012) stated "Employees who have high experience can foster cooperation in the learning process where this can affect the performance of employees". Experience brings out one's potential. The full potential will emerge gradually over time in response to various experiences. "Work experience is very important in running the business of an organization by gaining work experience, then the tasks assigned can be done properly. Meanwhile, work experience greatly influences employee performance because having work experience will improve the quality of performance (Nevia, 2016: 4)."

Career development is also a factor affecting employee performance. Katidjan, et al (2017) explained that career development is an effort to change or improve the careers of employees from different positions in different spaces and classes. Work relationships should be considered by the company. Because the company must be able to be fair to all employees. Employee income can encourage employees to realize their best achievements for the company. The result of the work that has been carried out is the reason a person can meet his needs. So that employees feel important in the company where they work, and feel satisfied, safe, and prosperous. The impact caused by satisfied employees is also good for the company because they can repay with satisfactory performance. management should be able to improve career planning so it is hoped that it can increase the company's efficiency in obtaining maximum performance levels, in addition to controlling employee careers so that mistakes do not occur that harm the company. Career planning is also expected to create a spirit of effective competition so that employees are even more enthusiastic. Companies do not necessarily determine career plans unilaterally, but career planning will be better if it is made based on prior analysis accompanied by input and evaluation from the leadership (Katidjan et al, 2017). Career planning

is also expected to create a spirit of effective competition so that employees are even more enthusiastic. Companies do not necessarily determine career plans unilaterally, but career planning will be better if it is made based on prior analysis accompanied by input and evaluation from the leadership (Katidjan et al, 2017). Career planning is also expected to create a spirit of effective competition so that employees are even more enthusiastic. Companies do not necessarily determine career plans unilaterally, but career planning will be better if it is made based on prior analysis accompanied by input and evaluation from the leadership (Katidjan et al, 2017).

The Department of Plantation and Horticulture of Southeast Sulawesi Province is one of the government agencies in which there are employees. The results of the Preliminary Study show that employee performance is not fully optimal. It can be seen that employees are not maximal in working together and have not optimally taken the initiative in carrying out tasks, some employees enter and leave the office not on time and the implementation of responsibilities for assigned tasks is not optimal. The phenomenon that occurs is based on the performance appraisal of civil servants based on employee performance appraisal as measured through Employee Work Targets (SKP) and Work Behavior (PK) the average results of employee assessments are not as expected. This is stated in the employee work assessment in 2020 where 11% have sufficient performance, 76% have a good category rating, and only 13% get a very good score. These conditions are not under the expectations of the leadership who expect employee performance to be able to get the maximum rating in the very good category. This condition is strongly suspected of being related to competence, work experience, and career development.

The results of research conducted by Verawaty Ali et al (2019), Andi Batary Citra and Arfiani (2019), Roro Aditya Novi Wardhani and Shendy Andrie Wijaya (2020), found that competency has a significant effect on performance. Meanwhile, research conducted by Rahmat Hidayat (2021) found that competence has no significant effect on performance. In this case, management should always pay attention to what competencies are urgently needed to be improved in various ways, namely by conducting training to optimally develop the competencies of its employees.

The results of research conducted by LA Putu Kartika Dewi and I Gede Riana (2015), Ambar Safitri and Darmawati (2020) found that work experience has a significant effect on performance. Meanwhile, research conducted by Erina Rulianti (2019), Aziska Rizky Pratama, and Muhammad Ridwan (2020) found that work experience did not have a significant effect on performance. The more work experience an employee has, it is considered not necessary to have higher performance compared to someone who has no work experience.

The results of research conducted by Julkarnain and Mintarsih (2020), and Annisa Islamiati et al (2020) found that career development has a significant effect on performance. The results of this study are under the results of research conducted by Rosalina, (2016), and Nurdin, et, al (2018) which prove that career development affects performance. Meanwhile, research conducted by Gian F. Kaseger et al (2017) found that career development has no significant effect on performance.

## LITERATURE REVIEW

### Competency Concept

Sutrisno (2016: 203) explains that the notion of competence in public and private organizations is needed, especially to answer organizational demands, where there are very rapid changes, very complex and dynamic problem developments, and future uncertainties in the order of people's lives. Competence is an ability that is based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace referring to the specified work requirements.

Mulyasa in Sutrisno (2016: 203) argues that competence is a combination of knowledge, skills, values, and attitudes that are reflected in the habits of thinking and acting. McAshan in Sutrisno (2016: 203) argues that competence is defined as knowledge, skills, and abilities that are mastered by someone who has become part of himself, so that he can perform cognitive, affective, and psychomotor behaviors in the best possible workplace and refers to the specified work requirements.

According to Edison, et al (2017: 140), competency is an individual's ability to carry out a job correctly and has advantages based on matters relating to knowledge, skills, and attitudes. According to Wibowo (2016: 271) Competence is the ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude required by the job.

McClelland (Veithzal Rivai, et al, 2015: 230) defines competence as a fundamental characteristic possessed by someone who has a direct effect on or can describe excellent performance. In other words, competence is what outstanding performers do more often, in more situations, with better results, than what average performers do.

### **Work Experience Concept**

Ministry of National Education (2010: 6) Experience in all activities is necessary because experience is the best teacher, experience is the best teacher. The point of this is that a person learns from the experiences he has experienced. According to the Indonesian Dictionary, the experience can be interpreted as having been experienced, lived, felt, or borne. Someone who has work experience can also be more punctual and have the risk of errors at work. The above statement is supported by Hariandja's statement (2017: 120) which states that "work experience is a job or position that was previously occupied during a certain period". In addition, there are other opinions according to Hasibuan (2017: 55) "The work experience of an applicant should receive primary consideration in the selection process.

According to Manulang (2017: 15), work experience is "the process of forming knowledge or skills about the method of a job due to involvement in carrying out work tasks". According to Hasibuan (2017: 108) states that "Work experience is needed in terms of increasing achievement and promotion of positions. Consideration of length of service is a top priority in determining promotions. And work experience also provides empirical knowledge to do certain jobs that are not obtained from formal education.

### **Career Development**

According to I Komang A. et al (2012) career development is personal improvement carried out by a person to achieve a career plan and improvement by the personnel department to achieve a work plan under organizational paths or levels. So no matter how good a career plan that has been made by an employee is accompanied by a reasonable and realistic career goal, the plan will not become a reality without systematic and programmatic career development.

According to Siagian (2015: 68), career development is the personal changes that a person makes to achieve a career plan. According to Widodo (2015: 53), "Career development is a series of activities throughout life that contribute to the exploration, consolidation, success, and fulfillment of one's career". Rivai and Sagala (2016: 274), argued that career development is a process of increasing individual work ability achieved to achieve the desired career.

According to Handoko (2011), career development is the personal improvements that a person makes to achieve a career. According to Kadarisman (2017: 324), career development is an employee's efforts to achieve a career plan. According to Edwin B. Fillipo (2011: 243), Career development is a series of work activities that are separate but still constitute or have a relationship that is complementary, sustainable and gives meaning to one's life. According to Priansa (2016: 161), career development is an outcome or result that comes from the interaction between an individual's career and the career management process that applies within the company, Thamrin (2019).

### **Employee Performance Concept**

According to Edison, et al (2016: 190), "Performance is the result of a process that refers to and is measured over a certain period based on predetermined conditions or agreements". According to Marwansyah (2016: 229) "Performance is the attainment or achievement of a person for the tasks assigned to him." Amir in (Masrukin, Hubeis, and Wijayanto, 2018) argues that performance is the behavior or activity displayed by someone about work assignments in a company, department, or organization, carried out according to their

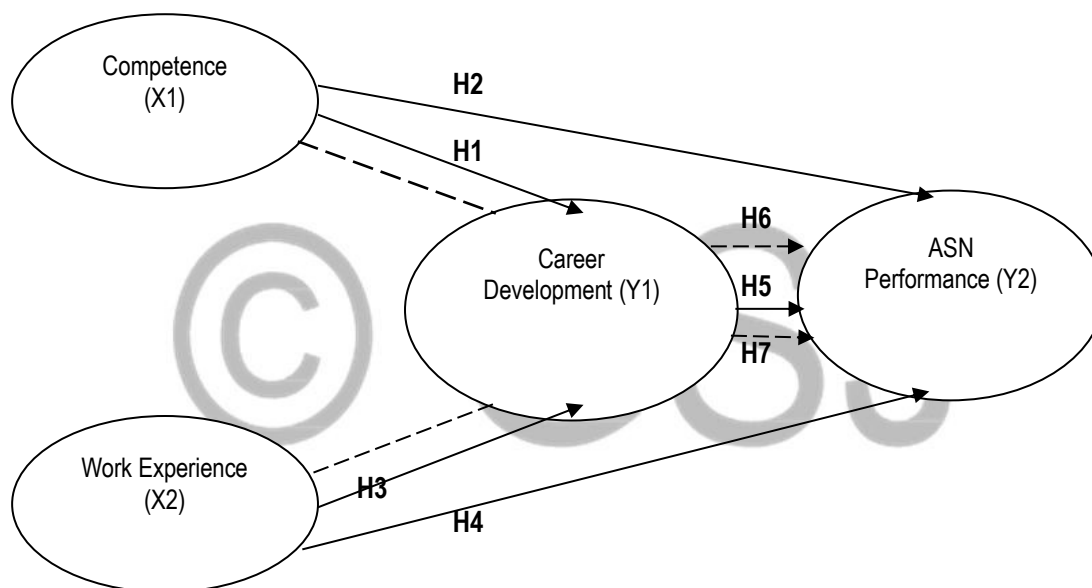
potential, to produce something meaningful for the organization, the wider community or for oneself.

According to Wibowo (2016:07), performance is about doing the job and the results achieved from the job. Performance is the result of work achieved by a person based on job requirements. A job has certain requirements to be carried out in achieving goals which are also known as work standards. The performance standard is the expected level of a particular job to be completed and is a comparison of the goals or targets to be achieved. Work results are the results obtained by an employee in carrying out work according to job requirements or performance standards. An employee is said to be successful in carrying out his work or having good performance if the work results obtained are higher than the performance standards (Bangun, Wilson. 2012: 231).

**Conceptual Framework**

Based on theoretical studies and empirical studies, the conceptual framework that underlies this research is that employee performance is influenced by competence, work experience, and career development. More details are shown in the following figure:

**Figure 1. Research Conceptual Framework**



Information:

- = Direct Influence
- - - - -→ = Indirect Influence

**Hypothesis**

Based on theoretical studies and empirical studies, the hypotheses in this study are as follows:

1. H1: Competence has a positive and significant effect on ASN career development.
2. H2: Competence has a positive and significant effect on ASN performance.
3. H3: Work experience has a positive and significant effect on ASN career development.
4. H4: Work Experience has a positive and significant effect on ASN performance.
5. H5: Career development has a positive and significant effect on ASN performance.
6. H6: Career development mediates the effect of competency on ASN performance.
7. H7: Career development mediates the effect of work experience on ASN performance.

## RESEARCH METHODS

### Research design

The approach used in this research is quantitative. The quantitative approach aims to test theories, build facts, show relationships between variables, provide statistical descriptions, and estimate, and predict results (Ahmad Tanzeh, 2014:20).

The type of research used by researchers is comparative causality or a causal relationship. The basic causal-comparative approach involves research activities that begin with identifying the effect of one variable on another, then looking for possible causal variables. Or in other words, in comparative causal research, researchers try to examine the research question of what is the effect of X (Sukardi, 2014: 171).

### Population and Research Sample

The population in this study were all ASN of the Department of Plantations and Horticulture in Southeast Sulawesi Province, totaling 114 people. The sample is part of the population that is expected to represent the population in the study. According to Sugiyono (2019: 127) the sample is part of the number and characteristics possessed by this population. Sampling in this study using the Slovin formula is as follows:

$$n = \frac{N}{1+N(e)^2}$$

Information:

n = sample size/number of respondents

N = Population size

e = Percentage of the accuracy of sampling errors that can still be tolerated; e=0,1

Based on this formula, the number of samples can be calculated as follows:

$$n = \frac{114}{1 + 114 (0.1)^2}$$

$$n = \frac{114}{2,14} = 53,27$$

Rounded up to 53 people

### Data Types and Sources

The types of data used in this study are as follows:

1. Quantitative data is in the form of values or scores for the answers given by respondents to the questions in the questionnaire.
2. Qualitative data, namely data in a qualitative form such as a brief history, organizational structure, job descriptions, and respondents' responses.

Data sources in this study are:

1. Data primary, namely data obtained directly from respondents in the form of responses to the variables involved in this study (competence, work experience, career development, and employee performance). Primary data comes from the results of interviews through questionnaires. The source

of data in this research is the ASN of the Department of Plantations and Horticulture in the Province of Southeast Sulawesi.

2. Data secondary, namely data sourced from the Department of Plantations and Horticulture of Southeast Sulawesi Province. Such as a brief history, organizational structure, duties, and state of employees. Secondary data is sourced from data obtained through reports, journals, literature, books related to this research, as well as data obtained from the Department of Plantations, and Horticulture of Southeast Sulawesi Province.

### Data collection technique

The data collection method used in this study is as follows:

1. Angket, namely distributing a list of questions to employees and leaders to obtain data on the frequency of participation in influencing competence, work experience, career development, and employee performance.
2. Documentation, namely taking reports or documents that have been published by the Department of Plantations and Horticulture of Southeast Sulawesi Province which are considered relevant to research.

### Data Analysis Technique

The data analysis technique used in this study is descriptive statistical analysis and Partial Least Square (PLS) analysis. The use of Partial Least Square (PLS) analysis is because this study involves a mediating variable, namely employee career development.

## RESEARCH RESULT AND DISCUSSION

### Evaluation of the Measurement Model (Outer Model)

Testing the measurement model in this research aims to assess variable indicators (observed variables) that reflect a construct or latent variable that cannot be measured directly. The evaluation of latent variable measurement models with reflective indicators is analyzed by looking at the convergent validity of each indicator. Convergent validity testing in PLS can be seen from the magnitude of the outer loading of each indicator on its latent variables. Outer loading above 0.70 is highly recommended, however, a loading factor value of 0.50-0.60 can still be tolerated (Solimun, 2010; Ghozali, 2011).

### Discriminant Validity

This study uses the square root value of the AVE value ( $\sqrt{AVE}$ ) to check (testing) whether the research instrument is valid in explaining or reflecting latent variables. If the square root of the average variance extracted ( $\sqrt{AVE}$ ) value for each variable is greater than the AVE value and the correlation between the latent variable and other latent variables, then the instrument variable is said to be a valid discriminant. The results of calculating the value of the square root of average variance extracted ( $\sqrt{AVE}$ ) are as shown in the following table:

**Table 1. Average Value, AVE,  $\sqrt{AVE}$ , and Correlation of Latent Variables**

Variable	AVE	$\sqrt{AVE}$	Latent Variable Correlation (SE)			
			X1	X2	Y1	Y2
Competency (X1)	0.911	0.954	0.955			
Work Experience (X2)	0.911	0.954	0.996	0.995		
Career Development (Y1)	0.920	0.959	0.997	0.997	0.959	
Employee Performance (Y2)	0.873	0.934	0.998	0.998	0.998	0.934

Source: Processed PLS primary data, 2022

Table 1 shows the  $\sqrt{AVE}$  value or theoretical correlation of all research variables showing bivariate correlations ranging from 0.873 to 0.920 (competence = 0.911; work experience = 0.911; career development

= 0.920; and employee performance = 0.873) with significance at the level  $p < 0.05$  or  $\geq 0.70$ , meaning that the validity criteria are acceptable (Solimun et al., 2019). Furthermore, the  $\sqrt{AVE}$  value of all latent variables is greater than the correlation between each pair, meaning that it has a very good level of discriminant validity (Hair et al., 2017).

**Convergent Validity**

Measuring the validity of the indicator as a constructed measure that can be seen from the outer loading. Convergent validity measures the validity of the indicator as a measure of the construct, which can be seen from the outer loading. An indicator is considered valid if it has an outer loading value of  $\geq 0.70$  which is highly recommended (Hair et al., 2017), however, a loading factor value of 0.50-0.60 can still be tolerated with a p-value  $< 0.05$ . More details on the testing and evaluation of variable measurement models are shown in the following table:

**Table 2. Outer Loadings, AVE, and Composite Reliability (Alpha) Values**

Variables/Indicators	Loadings			AVE	Alpha
	Outer loading	t-statistics	Sig. t		
<b>Competency (X1):</b>				<b>0911</b>	<b>0.976</b>
Skill (X1.1)	0.961	54,221	0.000		
Knowledge (X1.2)	0.951	52,437	0.000		
Social Role (X1.3)	0.957	48,036	0.000		
Self Image (X1.4)	0.949	34,077	0.000		
Attitude (X1.5)	0.955	28,791	0.000		
<b>Work Experience (X2):</b>				<b>0911</b>	<b>0.951</b>
Length/Working Time (X2.1)	0.955	46,599	0.000		
Level of Knowledge and Skills (X2.2)	0.949	43,692	0.000		
Assignment of Work (X2.3)	0.960	77,598	0.000		
<b>Career Development (Y1):</b>				<b>0.920</b>	<b>0.971</b>
Education (Y1.1)	0.971	77,598	0.000		
Training (Y1.2)	0.957	41,543	0.000		
Mutation (Y1.3)	0.957	41,543	0.000		
Promotion of Position (Y1.4)	0.964	55,420	0.000		
<b>Employee Performance (Y2):</b>				<b>0.972</b>	<b>0.963</b>
Quality of Work (Y2.1)	0.954	47,441	0.000		
Working Quantity (Y2.2)	0.919	25,706	0.000		
Work Discipline (Y2.3)	0.944	31,974	0.000		
Initiative (Y2.4)	0.937	28,938	0.000		
Responsibility (Y2.5)	0.917	16,494	0.000		

Source: Processed PLS primary data, 20

The computational results of the measurement model in Table 2 show that five indicators for measuring competency variables, three indicators for measuring work experience, four indicators for measuring career development, and four indicators for measuring employee performance as a whole are valid for use in reflecting on the measurement of competency, work experience, career development, and performance variables employee. Evidenced by the estimated value of the outer loading of the four variables as a whole has a value of  $\geq 0.60$  and a significant p-value at  $\alpha = 0.05$ .



### Evaluate the Goodness of the Fit Model

The structural model is evaluated by taking into account the  $Q^2$  predictive relevance of the model which measures how well the observed value is produced by the model.  $Q^2$  is based on the coefficient of determination of all dependent variables.  $Q^2$  has a value with a range of  $0 < Q^2 < 1$ , the closer to 1 the better the model. The coefficient of determination ( $R^2$ ) of the two endogenous variables is shown in the following table:

**Table 3. Results of the Goodness of Fit Test**

Structural Models	Endogenous Variables	R-square
1.	Career Development (Y1)	0.996
2.	Employee performance (Y2)	0.960

Source: Processed PLS primary data, 2022

Based on the value of the coefficient of determination ( $R^2$ ),  $Q^2$  can be identified by the following calculation:

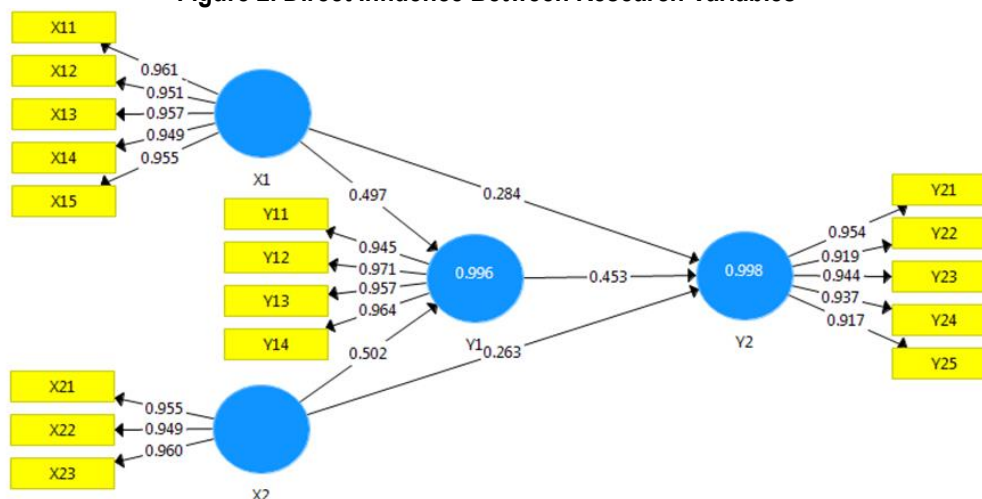
$$\begin{aligned}
 Q^2 &= 1 - (1 - R^2_1) (1 - R^2_2) \dots (1 - R^2_n) \\
 &= 1 - (1 - 0.996) (1 - 0.960) \\
 &= 1 - 0.0005 \\
 &= 0.9995
 \end{aligned}$$

Based on the results of calculating the predictive-relevance value ( $Q^2$ ) = 0.996 or 99.6%. This means that the accuracy or precision of this research model can explain the diversity of competency and work experience variables on career development and employee performance of 99.95%. The remaining 0.05% is explained by other variables not included in this research model. Therefore the model designed in this study can be said to be very good or have a very accurate estimation value because it is above 60%.

### Hypothesis Test

Hypothesis testing is carried out to find out the truth of the hypothesis that has been proposed with the criteria set by statistical provisions. In this case, it is known that the hypothesis proposed there are 7 (seven) hypotheses. Based on the results of the analysis using partial least squares analysis, the path analysis results can be displayed in the following figure:

**Figure 2. Direct Influence Between Research Variables**



Source: Processed PLS primary data, 2022

The results of testing the influence between variables in figure 2. in full can be presented in the following table:

**Table 4. Path Coefficient of Direct Influence and Hypothesis Testing**

Influence Between Variables	Path Coefficient	stdev	P-Value	Mark Alpha ( $\alpha$ )	Information
X1→ Y1	0.497	0.129	0.000	0.05	Significance
X1→ Y2	0.284	0.135	0.037	0.05	Significance
X2→ Y1	0.502	0.129	0.000	0.05	Significance
X2→ Y2	0.263	0.118	0.026	0.05	Significance
Y1→ Y2	0.453	0.146	0.002	0.05	Significance

Source: Processed PLS primary data, 2022

The results of the analysis in Table 4 obtained from hypothesis testing and the direct influence path coefficient aim to answer the proposed hypothesis and whether it can be accepted or rejected.

## DISCUSSION

### The Effect of Competence on Career Development

Based on the results of the analysis conducted, it is known that competence has a positive and significant effect on ASN career development at the Plantations and Horticulture Office of Southeast Sulawesi Province. This means that the better the competency possessed which is perceived on the indicators of knowledge, skills, social roles, self-image, and attitudes can enhance career development ASN which is reflected in indicators of education, training, transfer, and promotion of positions.

The results of this study are following Government Regulation No. 101 of 2000 as quoted by Sandy (2013: 18) "Competence is the ability and characteristics possessed by a civil servant in the form of knowledge, attitude, and behavior required in his duties and positions (article 3). Competence according to Sudarmanto (2014: 45), is an attribute attached to superior and quality human resources. Attributes referred to by Sudarmanto are qualities attached to people or objects that refer to certain characteristics to do work effectively. These attributes include expertise, knowledge, and certain skills or characteristics.

Employees who want an increase in their career development must be able to demonstrate good work competence to be able to survive and be able to achieve the desired position or career path. By having high work competence, employees are expected to be able to make the best contribution and provide opportunities to develop their careers.

The results of this study support research conducted by Roro Aditya Novi Wardhani and Shendy Andrie Wijaya (2020) found that competency has a significant effect on career development. Apart from that, research conducted by Diastri Dwi Prasetyo and Suharini (2018) found that competency has a significant effect on promotion.

Based on this description, it is known that competency has a positive and significant effect on ASN career development at the Plantations and Horticulture Office of Southeast Sulawesi Province. This means that the better the competency possessed which is perceived on the indicators of knowledge, skills, social roles, self-image, and attitudes can enhance career development ASN reflected in education, training, transfer, and promotion indicators.

### The Effect of Competence on ASN Performance

Based on the results of the analysis conducted, it is known that competence has a positive and significant effect on ASN performance at the Plantations and Horticulture Office of Southeast Sulawesi Province. This means that the better the competency possessed which is perceived on the indicators of knowledge, skills, social roles, self-image, and attitudes can improve employee performance ASN which is reflected in indicators of quality, quantity, work discipline, initiative, and responsibility.

Efforts to improve employee performance require adequate competence. Competence has a very

important role because competence generally involves a person's basic ability to do a job. So far, many government agencies do not have employees with adequate competence, this is evidenced by the low productivity of employees and the difficulty of measuring employee performance. To achieve maximum and satisfying work results, it is necessary to have competence possessed by an employee in carrying out his work duties so that employee performance can increase.

The results of this study strengthen the empirical research conducted by Roro Aditya Novi Wardhani and Shendy Andrie Wijaya (2020), Verawaty Ali et al (2019), and Andi Batary Citta and Arfiani (2019) who found that competency affects employee performance.

Based on this description, it is known that competence has a positive and significant effect on ASN performance at the Plantations and Horticulture Office of Southeast Sulawesi Province. This means that the better the competency possessed which is perceived on the indicators of knowledge, skills, social roles, self-image, and attitudes can improve employee performance ASN which is reflected in indicators of quality, quantity, work discipline, initiative, and responsibility.

### **Effect of Work Experience on Career Development**

Based on the results of the analysis conducted, it is known that work experience has a positive and significant effect on ASN career development at the Plantations and Horticulture Office of Southeast Sulawesi Province. This means that the better the work experience that is perceived on the indicators of the length of time/working period, the level of knowledge and skills possessed and mastery of work and equipment can enhance career development ASN reflected in education, training, transfer, and promotion indicators.

The results of this study are in line with the opinion expressed by Mondy (2011: 243) which states that career development is a formal approach used by organizations to ensure that people with the right qualifications and experience are available if needed. According to Fillipo (2011:243), Career development is a series of work activities that are separate but still constitute or have a relationship that is complementary, sustainable, and gives meaning to one's life. Employee career development can be influenced by the work experience they have. Many organizations apply terms of service (seniority) as a basis for determining whether or not someone deserves a career advancement, with the assumption that longer tenure means more work experience.

The results of this study strengthen the empirical research conducted by Ambar Safitri and Darmawati (2020) and LA Putu Kartika Dewi and I Gede Riana (2015) who found that work experience has a significant effect on career development.

Based on this description, it is known that work experience has a positive and significant effect on ASN career development at the Plantation and Horticulture Service of Southeast Sulawesi Province. This means that the better the work experience that is perceived on the indicators of the length of time/working period, the level of knowledge, and skills possessed, and mastery of work and equipment can enhance career development ASN reflected in education, training, transfer, and promotion indicators.

### **Effect of Work Experience on Performance**

Based on the results of the analysis conducted, it is known that work experience has a positive and significant effect on the performance of the State Civil Apparatus at the Plantation and Horticulture Service of Southeast Sulawesi Province. This means that the better the work experience that is perceived on the indicators of the length of time/working period, the level of knowledge, and skills possessed, and mastery of work and equipment can improve the performance of the State Civil Apparatus which is reflected in the quality, quantity, work discipline, initiative, and responsibility.

The results of this study are in line with the opinion of Smayling et. al. (2012) stated "Employees who have high experience can foster cooperation in the learning process where this can affect the performance of employees". Experience brings out one's potential. The full potential will emerge gradually over time in response to various experiences. "Work experience is very important in running the business of an organization by gaining work experience, then the tasks assigned can be done properly. Meanwhile, work experience greatly influences employee performance because having work experience will improve the quality

of performance (Nevia, 2016: 4).”

The performance of employees who have not had years of service or experience will be different from the performance of employees who have had quite a lot of years of service. Employee work experience in carrying out tasks in an organization is a very important role. Because with more work experience, an employee will work faster and can understand a job well.

The results of this study strengthen the empirical research conducted by Ambar Safitri and Darmawati (2020) and Gian F. Kaseger et al (2017) who found that work experience has a significant effect on employee performance.

Based on this description, it is known that work experience has a positive and significant effect on ASN performance at the Plantations and Horticulture Office of Southeast Sulawesi Province. This means that the better the work experience that is perceived on the indicators of the length of time/working period, the level of knowledge and skills possessed, and mastery of work and equipment can improve ASN performance which is reflected in the quality, quantity, work discipline, initiative, and responsibility.

### **The Effect of Career Development on Performance**

Based on the results of the analysis conducted, it is known that career development has a positive and significant effect on the performance of ASNs at the Plantations and Horticulture Office of Southeast Sulawesi Province. This means that the better the work experience that is perceived on the indicators of the length of time/working period, the level of knowledge and skills possessed, and mastery of work and equipment can improve ASN performance which is reflected in the quality, quantity, work discipline, initiative, and responsibility.

The results of this study are in line with the opinion expressed by Katidjan, et al (2017) explained that career development is an effort to change or improve the careers of employees from different positions in different spaces and classes. Work relationships should be considered by the company. Because the company must be able to be fair to all employees. Employee income can encourage employees to realize their best achievements for the company. The result of the work that has been carried out is the reason a person can meet his needs. So that employees feel important in the company where they work, and feel satisfied, safe, and prosperous. The impact caused by satisfied employees is also good for the company because they can repay with satisfactory performance. management should be able to improve career planning so it is hoped that it can increase the company's efficiency in obtaining maximum performance levels, in addition to controlling employee careers so that mistakes do not occur that harm the company. Career planning is also expected to create a spirit of effective competition so that employees are even more enthusiastic. Companies do not necessarily determine career plans unilaterally, but career planning will be better if it is made based on prior analysis accompanied by input and evaluation from the leadership (Katidjan et al, 2017). Career planning is also expected to create a spirit of effective competition so that employees are even more enthusiastic. Companies do not necessarily determine career plans unilaterally, but career planning will be better if it is made based on prior analysis accompanied by input and evaluation from the leadership (Katidjan et al, 2017). Career planning is also expected to create a spirit of effective competition so that employees are even more enthusiastic. Companies do not necessarily determine career plans unilaterally, but career planning will be better if it is made based on prior analysis accompanied by input and evaluation from the leadership (Katidjan et al, 2017).

Employees who want their careers to develop must work as much as possible, namely by showing good performance. Meanwhile, the leadership as the party that facilitates employee career development should be able to provide a clear career development path to achieve organizational goals and employee career development activities are very important in efforts to improve employee performance. In career development efforts, employees must always focus all their resources and abilities on the goals to be achieved.

The results of this study strengthen empirical research conducted by Roro Aditya Novi Wardhani and Shendy Andrie Wijaya (2020), Verawaty Ali et al (2019), Andi Batary Citta and Arfiani (2019) and Ambar Safitri and Darmawati (2020) who found that career development has a significant effect on performance.

### **The Role of Career Development in Mediating the Effect of Competence on Performance**

Based on the results of calculations using the online Sobel test, it can be seen that career development mediates the influence of competency on ASN performance at the Plantation and Horticulture

Office of Southeast Sulawesi Province. This means that competence can be used as a mediating variable in bridging the influence of career development on employee performance in the State Civil Apparatus at the Plantation and Horticulture Service of Southeast Sulawesi Province, besides that competency also indirectly has a significant effect on ASN performance at the Plantation and Horticulture Service of Southeast Sulawesi Province.

The results of this study strengthen the empirical research conducted by Roro Aditya Novi Wardhani and Shendy Andrie Wijaya (2020) and Ariska Aditya et. all (2021) who found that career development mediates the effect of competency on performance.

Based on this description, career development mediates the effect of competency on ASN performance at the Plantations and Horticulture Service of Southeast Sulawesi Province. This means that competence can be used as a mediating variable in bridging the influence of career development on employee performance at ASN at the Plantation and Horticulture Service of Southeast Sulawesi Province.

### **The Role of Career Development in Mediating the Effect of Work Experience on Performance**

Based on the results of calculations using the online Sobel test, it can be seen that career development mediates the effect of work experience on ASN performance at the Plantation and Horticulture Office of Southeast Sulawesi Province. This means that work experience can be used as a mediating variable in bridging the influence of career development on employee performance at ASN at the Plantation and Horticulture Service of Southeast Sulawesi Province, besides that work experience also indirectly has a significant effect on ASN performance at the Plantation and Horticulture Service of Southeast Sulawesi Province.

The results of this study strengthen empirical research conducted by Ariska Aditya et. all (2021) who found that career development can be used as a mediating variable.

Based on this description, career development mediates the effect of competency on ASN performance at the Plantations and Horticulture Service of Southeast Sulawesi Province. This means that competence can be used as a mediating variable in bridging the influence of career development on employee performance at ASN at the Plantation and Horticulture Service of Southeast Sulawesi Province.

### **Research Limitations**

This research is inseparable from various limitations including the following:

1. This research is limited to employees at the Plantation and Horticulture Office of Southeast Sulawesi Province, because that can limit the ability to generalize the findings of this study, especially to public organizations in Southeast Sulawesi Province and other regions.
2. This research is limited to the analysis of survey data which presents an analysis of causal influences at one point in time (cross-sectional), besides that the results of the research are limited to the variables studied, while many other factors influence employee performance such as the work environment, organizational justice, organizational support, and other factors.

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

Based on the description in the discussion, it can be concluded several things as follows:

1. Competence has a positive and significant effect on ASN career development at the Plantation and Horticulture Service of Southeast Sulawesi Province.
2. Competence has a positive and significant effect on ASN performance at the Department of Plantations and Horticulture in Southeast Sulawesi Province.
3. work experience has a positive and significant effect on ASN career development at the Plantation and Horticulture Service of Southeast Sulawesi Province.
4. Work experience has a positive and significant effect on ASN performance at the Department of Plantations and Horticulture in Southeast Sulawesi Province.
5. Career development has a positive and significant effect on ASN performance at the Department of Plantations and Horticulture in Southeast Sulawesi Province.

6. Career development mediates the effect of competency on ASN performance at the Plantation and Horticulture Service of Southeast Sulawesi Province.
7. Career development mediates the effect of work experience on ASN performance at the Plantation and Horticulture Service of Southeast Sulawesi Province.

### Suggestion

Based on these conclusions, several things can be suggested as follows:

1. Based on the results of the analysis of the competency variable descriptions on self-image indicators, what the Plantation and Horticulture Office of Southeast Sulawesi Province must do is to be loyal and loyal to the place of work, to be more honest in carrying out work, and to build kinship with fellow employees.
2. Based on the results of the analysis of the description of the work experience variable on the long/working time indicator, what the Plantations and Horticulture Service has to do is to do a job, they have to understand the tasks to be done so that the work given can be completed on time.
3. Based on the results of the analysis of career development variable descriptions on educational indicators, what must be carried out by the Southeast Sulawesi Province Plantation and Horticulture Service is career opportunities based on educational background and scientific discipline so that they can complete the work being done.
4. Based on the results of the analysis of the description of ASN performance variables on the quantity of work indicator, what the Plantation, and Horticulture Office of Southeast Sulawesi Province must do is complete the work on time based on set standards so that the quality of work can be fulfilled.
5. Suggest further research to develop this research, especially in private organizations.

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