

The Effect of Supervision and Career Development on Performance with Job Satisfaction as an Intervening Variable at the Education Office of the Labuhan Batu District

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ABSTRACT

Human Resources (HR) plays an important role in the future development of the organization. The success or failure of achieving organizational goals all depends on the ability of Human Resources (HR) or employees in the organization. These human resources are required to continue to be able to develop capabilities proactively within the organization. This study aims to determine whether supervision and career development affect employee performance through job satisfaction as an intervening variable at the Labuhan Batu District Education Office. The study was conducted on 61 employees using a saturated sampling technique. The data collection technique used was primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique used quantitative data which was processed using the SPSS version 25 program, namely the t test, Sobel test and path analysis. The results obtained in this study show 1) there is a significant influence between supervision on job satisfaction, 2) there is a significant effect between career development variables on job satisfaction, 3) there is a significant influence between supervision variables on performance, 4) there is a significant influence between development variables career on performance, 5) there is a significant influence between job satisfaction variables on performance, 6) job satisfaction variables cannot influence monitoring variables

on performance, 7) job satisfaction variables cannot affect career development variables on performance.

Keywords: *Supervisionss, Career Development, Job Satisfaction, Performance*

INTRODUCTION

In order to improve performance, productivity and prevent deviations from procedural errors, the organization seeks to make and always improve this standard operating procedure for staffing so that it is hoped that the utilization of the capacity of Human Resources at the Labuhan Batu Regency Education Office can be optimally improved. In carrying out its activities, the organization tries to achieve the goals that have been set. One important thing is that the success of various activities within the organization in achieving goals does not only depend on technological excellence, available operating funds, facilities or infrastructure owned, but also depends on aspects of Human Resources (HR).

Human Resources (HR) plays an important role in the future development of the organization. The success or failure of achieving organizational goals all depends on the ability of Human Resources (HR) or employees in the organization. These human resources are required to continue to be able

to develop their abilities proactively within the company. The human resources needed by the company at this time are human resources who can develop continuously, are able and willing to help the organization in any condition so that the trust given by the organization to these employees will be rewarded by increasing the ability of the employees themselves.

The phenomenon that occurs regarding employee performance at the Labuhan Batu Regency Education Office is the decline in work results from several employees. In addition, there is a working relationship between employees that is not effective in work, and also performance decreases due to lax work supervision so that employees do not feel that their work is effective or not. Furthermore, the decline in employee performance is characterized by the lack of transparency in determining the career path expected by employees. In addition, the phenomenon of job satisfaction that often occurs due to the assessment of the performance of an employee who still assesses the overall employee does not assess individual employees with the results of their productive performance, causing employee job satisfaction to decrease.

Sopiah, (2008) "Job satisfaction is a person's emotional response to work situations and conditions". Meanwhile, Hasibuan, (2009) "Job satisfaction is an emotional attitude that is pleasant and loves work". This attitude is reflected in work morale, discipline and work performance. Job satisfaction is enjoyed in work, outside work and a combination of the two. Employees will be able and willing to work well and have high job satisfaction if employees are placed in positions that are in accordance with their interests and abilities and can fulfill various needs by doing work. Employees must be placed in positions that are in accordance with their interests and abilities by considering efforts to fulfill human resource needs. The emotional state of a person that can be seen through behavior and attitudes, both pleasant and unpleasant, towards the work carried out by

employees, which is basically individual and each individual has a different level of satisfaction according to the value system that applies to each employee.

Job satisfaction reflects how a person feels about his job. This appears in the employee's positive attitude towards work and everything faced in the work environment. The personnel department or management must always monitor job satisfaction because this affects absenteeism, labor turnover, job satisfaction, and other problems. Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work (Sunyoto, 2015).

Job Satisfaction "job satisfaction is the favorableness or unfavorableness with which employees view their work". (job satisfaction is a favorable or unfavorable feeling experienced by employees at work) (Mangkunegara, 2017), Job satisfaction in work is a positive attitude of the workforce towards their work, which arises based on an assessment of the work situation (Hamali, 2016).

Many factors affect employee job satisfaction. The factors themselves in their role in providing satisfaction to employees depend on the personality of each employee. Factors that affect job satisfaction are position, rank, age, quality of supervision (Ghiselli and Brown in Sunyoto, 2015), opportunities for advancement, job security, salary, company and management, supervision, intrinsic factors of work, working conditions, social aspects of work, communication, facilities (Gilmer in Sutrisno, 2017), employee factors and work factors (Mangkunegara, 2017), psychological factors, social factors, physical factors and financial factors (Diawati & Sugesti, 2015).

Theoretically, job satisfaction indicators can affect job satisfaction very much. Indicators that affect job satisfaction are proper placement according to desires, the light weight of a job, the atmosphere and environment of the job, the attitude of the leader in his leadership, the nature of the

work is monotonous or not (Hasibuan, 2018), job content, supervision, organization and management, opportunities for advancement, salary and benefits, coworkers, working conditions (Rivai, 2013), support to improve performance, opportunities for advancement, appropriate salary, incentive allowances and others, work according to ability, work appraisal from superiors, teamwork with coworkers, and liking and enjoying work (Diawati & Sugesti, 2015).

Employee careers are very important for individual employees and the success of the organization in achieving its goals. In career theory and labor laws, every employee must get equal opportunities in career development. Career development is one of the functions of career management. Career development is the process of identifying employee career potential and materials and implementing appropriate ways to develop that potential (Sunyoto, 2015).

Career development is a staffing activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves to the maximum (Andrew in Mangkunegara, 2017). Career development is the process of increasing individual work abilities achieved in order to achieve the desired career. The purpose of the entire career development program is to match the needs and goals of employees with the career opportunities available in the company today and in the future (Rivai, 2018).

Several factors will affect whether an employee's career is good or bad. Some factors that affect career development are as follows: employee and organizational relationships, employee personnel, external factors, politicking in the organization, reward system, number of employees, organizational size, organizational culture, type (Sunyoto, 2015), attitude of superiors, experience, education, achievement, fate factors, (Hamali, 2016), performance and performance productivity, experience, competence and professionalism, education,

leaders, colleagues, employees with lower positions, work networks and fate (Sunyoto, 2015).

Career development is the personal efforts of an employee to achieve a career plan, these activities need to be supported by the company as for the indicators of career development, namely work achievement, exposure, work networks, resignation, loyalty to the organization, mentors and sponsors, international experience (Rivai, 2018), opportunities to get higher education, support for attending training to advance the organization / company, get promotions, and get job class increases (Rivai, 2018).

Based on the phenomenon that occurred at the Labuhan Batu Regency Education Office, the researcher is interested in conducting a study related to this phenomenon with the title "The Effect of Supervision and Career Development on Performance with Job Satisfaction as an Intervening Variable at the Labuhan Batu Regency Education Office".

MATERIALS & METHODS

Path Analysis

Path analysis is an extension of multiple linear analysis or path analysis is the use of regression analysis to estimate the relationship between variables that have been previously determined based on theory. The amount of influence from an independent variable to the dependent variable is called the path coefficient. The path coefficient is unitless, therefore its relative meaning can be used at the same time for the conclusion that the greater the path coefficient, the relatively greater the influence given by the variable itself. The prerequisites for determining how much influence from one variable to another in the path analysis model are as follows:

1. The relationship between variables must be a linear relationship.
2. All residual variables have no correlation with each other.
3. The relationship pattern between the variables is recursive.

4. The measuring scale, both on the independent variable and the dependent variable, is at least interval.

Direct Effect

The direct effects between the independent variable (X), the intervening variable (Z), and the dependent variable (Y) in this study are:

1. The direct effect of supervision variables on job satisfaction ($X1 \rightarrow Z$).
2. The direct effect of career development variables on job satisfaction ($X2 \rightarrow Z$).
3. The direct effect of supervision variables on performance ($X1 \rightarrow Y$).
4. The direct effect of career development variables on performance ($X2 \rightarrow Y$).
5. The direct effect of job satisfaction variables on performance ($Z \rightarrow Y$).

Indirect Influence

The indirect effects between the independent variable (X), the intervening variable (Z), and the dependent variable (Y) in this study are:

1. Indirect influence between supervision variables through job satisfaction on performance ($X1 \rightarrow Z \rightarrow Y$).
2. The indirect effect between career development variables through job satisfaction on performance ($X2 \rightarrow Z \rightarrow Y$).

RESULT

Reliability Test

Table 1.1 Reliability Test Results

Research Variables	Conbrach's Alpha	Result
Supervision (X1)	0,832	Reliable
Career Development (X2)	0,812	Reliable
Job Satisfaction (Z)	0,844	Reliable
Performance (Y)	0,873	Reliable

Source: Primary Data Processed, 2023

The reliability value of the instrument above shows that the reliability level of the research instrument is adequate because it is close to 1 (>0.6). It can be concluded that the question items from each variable have explained or provided an overview of the variables studied.

Hypothesis Test of Sub Model I

Table 1.2 Sub Model I t Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27,351	9,343		3,112	,004
	Supervision	,132	,136	,113	3,886	,000
	Career Development	,189	,142	,161	3,354	,003

a. Dependent Variable: Job Satisfaction

Source: Primary Data Processed, 2023

In this table, the t statistical test is obtained, as follows:

1. Supervision variable (X1) with a probability level of 0.000. Thus it can be concluded that $P = 0.000 < \alpha = 0.05$, accept the hypothesis that supervision has a significant effect on job satisfaction variables.
2. Career Development Variable (X2) with a probability level of 0.003. Thus it can be concluded that $P = 0.003 < \alpha = 0.05$, then accept the hypothesis which states that the career development variable has a

significant effect on the job satisfaction variable.

Thus, the path analysis equation can be arranged as follows:

$$Z = 0,113 X1 + 0,161 X2$$

The analysis equation model means:

1. Supervision variable (X1) = 0.113 Supervision variable with a positive sign means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the Supervision variable will increase the value of the job

satisfaction variable by 0.113 per one unit score.

2. Career Development Variable (X₂) = 0.161. The career development variable with a positive sign means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the career development variable will increase the value of the job satisfaction variable by 0.161 per one unit score.

Path Analysis Sub Model I

Referring to the regression output of Sub Model I, it can be seen that the significance value of the two variables, namely Supervision (X₁) = 0.000 and Career Development (X₂) = 0.003. These results provide a conclusion that the regression of Sub Model I, namely the Supervision variable (X₁) has a significant effect on Job Satisfaction (Z), and the Career Development variable (X₂) has a significant effect on Job Satisfaction (Z). Thus the structure model I path diagram is obtained as follows:

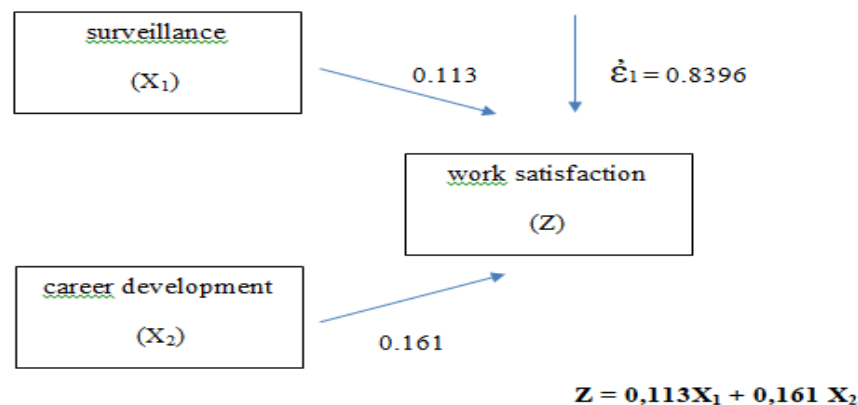


Figure 1.1. Path Diagram of Sub Model I

Hypothesis Test of Sub Model II

Table 1.3 Sub Model II t Test Results

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	40,380	10,122		4,185	,000
	Supervision	,084	,138	,173	2,558	,028
	Career Development	,115	,139	,183	2,458	,001
	Job Satisfaction	,214	,129	,215	2,561	,009

a. Dependent Variable: Performance

Source: Primary Data Processed, 2023

In the table, the t statistical test is obtained as follows:

1. Variable Job Satisfaction (Z), with a probability level of 0.009. Thus, it can be concluded that $P = 0.009 < \alpha = 0.05$, then accept the hypothesis that the job satisfaction variable has a significant effect on performance.
2. Supervision variable (X₁), with a probability level of 0.028 Thus it can be

concluded that $P = 0.028 < \alpha = 0.05$, then accept the hypothesis that the supervision variable has a significant effect on performance.

3. Career Development Variable (X₂), with a probability level of 0.001. Thus it can be concluded that $P = 0.001 < \alpha = 0.05$, then accept the hypothesis which states that the career development

variable has a significant effect on performance.

Thus, the path analysis equation can be arranged as follows:

$$Y = 0.173 X_1 + 0.183 X_2 + 0.215 Z$$

The analysis equation model means:

1. Supervision variable (X_1) = 0.173. The Supervision variable with a positive sign means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score of the Supervision variable will increase the value of the performance variable by 0.173 per one unit score.
2. Career Development Variable (X_2) = 0.183. The career development variable with a positive sign means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the career development variable will increase the

value of the performance variable by 0.183 per one unit score.

3. Variable Job satisfaction (Z) = 0.215. The positively marked job satisfaction variable means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score of the job satisfaction variable will increase the value of the performance variable by 0.215 per one unit score.

Path Analysis of Sub Model II

Referring to the Model II regression output in the table section, it can be seen that the significance value of the three variables, namely: supervision (X_1) = 0.026, Career Development (X_2) = 0.002, Job Satisfaction (Z) = 0.019. These results provide the conclusion that the regression of Sub Model II, namely the variables of supervision (X_1) and Job Satisfaction (Z) have no significant effect on Performance (Y). But the Career Development variable (X_2) has a significant effect on Performance (Y).



Figure 1.2. Path Diagram of Sub Model II

The analysis results show that the direct effect given by Supervision (X_1) on Performance (Y) is 0.173. While the indirect effect of Supervision (X_1) on Performance (Y) through Job Satisfaction (Z), namely $0.113 \times 0.215 = 0.024$. Then the total effect given by the Supervision variable (X_1) on

Performance (Y) is the direct effect plus the indirect effect, namely $0.173 + 0.024 = 0.197$. Based on the results of the above calculations, it can be seen that the direct effect value is 0.173 and the indirect effect is 0.024, which means that the direct effect value is greater than the indirect effect

value. These results indicate that indirectly the Supervision variable (X1) through Job Satisfaction (Z) has no significant effect on Performance (Y).

The analysis results show that the direct effect given by Career Development (X2) on Performance (Y) is 0.183. While the indirect effect of Career Development (X2) on Performance (Y) through Job Satisfaction (Z), namely $0.161 \times 0.215 = 0.034$. Then the total effect given by the Career Development variable (X2) on

Performance (Y) is the direct effect plus the indirect effect, namely $0.183 + 0.034 = 0.217$. Based on the results of the above calculations, it can be seen that the direct effect value is 0.183 and the indirect effect is 0.034, which means that the direct effect value is greater than the indirect effect value. These results indicate that indirectly the Career Development variable (X2) through Job satisfaction (Z) has no significant effect on Performance (Y).

Table 1.4. Total Effect Value

No.	Effect	Direct Effect	Indirect Effect	Total Effect
1	X1 → Y	0.173	$0.113 \times 0.215 = 0.024$	0.197
2	X2 → Y	0.183	$0.161 \times 0.215 = 0.034$	0.217

DISCUSSION

Effect of Supervision on Job Satisfaction

The supervision variable has a positive and significant effect on job satisfaction at the Labuhan Batu Regency Education Office. The Supervision variable has a regression coefficient value of 0.113 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the supervision variable will increase the value of job satisfaction of employees of the Labuhan Batu Regency Education Office by 0.113 per one unit score.

Based on the results of testing the first hypothesis, it is known that supervision has a significant influence on job satisfaction of the Labuhan Batu Regency Education Office. This is supported by research conducted by Mustafiju Rahman (2019) which reveals that supervision has an influence on job satisfaction.

The Effect of Career Development on Job Satisfaction

The career development variable has a positive and significant effect on job satisfaction at the Labuhan Batu Regency Education Office. The career development variable has a regression coefficient value of 0.161 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the career

development variable will increase the value of job satisfaction of employees of the Labuhan Batu Regency Education Office by 0.161 per one unit score.

Based on the results of testing the second hypothesis, it is known that career development has a significant influence on the job satisfaction of employees of the Labuhan Batu Regency Education Office. This is supported by research conducted by Ocktaliani (2017), which reveals that work career development has a significant influence on job satisfaction.

Effect of Supervision on Performance

Supervision variables have a positive and significant effect on performance at the Labuhan Batu Regency Education Office. The supervision variable has a regression coefficient value of 0.173 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the Supervision variable will increase the value of employee performance at the Labuhan Batu Regency Education Office by 0.173 per one unit score.

Based on the results of testing the third hypothesis, it is known that supervision has a significant influence on the performance of employees of the Labuhan Batu Regency Education Office. The findings of this study are supported by research conducted by Hendra Nazmi (2021), which states that

supervision has a positive and significant effect on employee performance.

Effect of Career Development on Performance

The career development variable has a positive and significant effect on performance at the Labuhan Batu Regency Education Office. The career development variable has a regression coefficient value of 0.183 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the career development variable will increase the performance value of the Labuhan Batu Regency Education Office by 0.183 per one unit score.

Based on the results of testing the fourth hypothesis, it is known that career development has a significant influence on the performance of employees of the Labuhan Batu Regency Education Office. The results of this study are in accordance with research conducted by Dicky Surya Handoko and Muis Fauzi Rambe (2018) which also states that career development has a positive and significant effect on performance.

Effect of Job Satisfaction on Performance

The job satisfaction variable has a positive and significant effect on employee performance at the Labuhan Batu Regency Education Office. The job satisfaction variable has a regression coefficient value of 0.215 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the job satisfaction variable will increase the value of employee performance at the Labuhan Batu Regency Education Office by 0.215 per one unit score.

Based on the results of testing the fifth hypothesis, it is known that job satisfaction has a significant effect on the performance of employees of the Labuhan Batu Regency Education Office. This is in accordance with research conducted by Prayugo Pratama and Sjahril Effendy Pasaribu (2020), which

found that job satisfaction can improve employee performance.

The Effect of Supervision on Performance through Job Satisfaction

Based on the results of the sobel test calculation, it is known that the t value is 0.7311, so that the calculated t value is $0.7311 < t \text{ table } 4.197$, it can be concluded that the job satisfaction variable is not able to mediate the relationship between the influence of supervision on performance. And based on path analysis, it is known that the effect of Supervision (X1) on performance (Y) of Labuhan Batu Regency Education Office employees is 19.7%, consisting of a direct effect of 17.3% and an indirect effect of Supervision (X1) on performance (Y) through job satisfaction (Z) of 2.4%. The results of this calculation show that the direct effect of Supervision (X1) on performance (Y) is greater than the indirect effect. Thus, it can be said that supervision is effective in improving performance, in other words, it can be emphasized that supervision (X1) has an influence if there is an increase in employee performance in carrying out tasks.

Based on the results of testing the sixth hypothesis, it is known that supervision through job satisfaction has an influence on the performance of employees of the Labuhan Batu Regency Education Office. The results showed that job satisfaction has no role in mediating the effect of supervision on performance.

The Effect of Career Development on Performance through Job Satisfaction

Based on the results of the sobel test calculation, it is known that the t value is 0.9513, so that the calculated t value is $0.9513 < t \text{ table } 4.197$, it can be concluded that the job satisfaction variable is not able to mediate the relationship between the effect of career development on performance. And based on path analysis, it is known that the effect of career development (X2) on performance (Y) of Labuhan Batu Regency Education Office

employees is 21.7%, which consists of a direct effect of 18.3% and an indirect effect of career development (X2) on performance (Y) through job satisfaction (Z) of 3.4%. The results of this calculation show that the direct effect of career development (X2) on performance (Y) is greater than the indirect effect. Thus it can be said that the effect of career development (X2) will be smaller to improve performance (Y) if done through job satisfaction (Z).

Based on the results of testing the seventh hypothesis, it is known that career development through job satisfaction has an influence on the performance of employees of the Labuhan Batu Regency Education Office. The results showed that job satisfaction has no role in mediating the effect of career development on performance.

CONCLUSION

Supervision has a positive and significant effect on job satisfaction at the Labuhan Batu Regency Education Office. This means that this condition proves that supervision can affect employee job satisfaction. Career development has a positive and significant effect on job satisfaction at the Labuhan Batu Regency Education Office. This means that this condition proves that career development for employees can affect employee job satisfaction. Supervision has a positive and significant effect on performance at the Labuhan Batu Regency Education Office. This means that this condition proves that supervision can improve performance. Career development has a positive and significant effect on performance at the Labuhan Batu Regency Education Office. This means that this condition proves that employee career development can improve employee performance. Job satisfaction has a positive and significant effect on performance at the Labuhan Batu Regency Education Office. This means that this condition proves that employee job satisfaction can improve performance. The effect of supervision on employee performance at the Labuhan Batu

Regency Education Office will be smaller if done through job satisfaction. The direct effect of supervision on employee performance is greater than the indirect effect of supervision on performance. It can be concluded that job satisfaction is not able to mediate the effect of supervision on performance. The effect of career development on the performance of employees of the Labuhan Batu Regency Education Office will be smaller if done through job satisfaction. The direct effect of career development on performance is greater than the indirect effect of career development on performance. It can be concluded that job satisfaction is not able to mediate the effect of career development on performance.

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