

**THE MEDIATING ROLE OF WORK DISCIPLINE IN THE
RELATIONSHIP BETWEEN EDUCATION LEVEL, COMPETENCY,
AND CAREER DEVELOPMENT: EVIDENCE FROM INDONESIAN
MARITIME PORT AUTHORITY OFFICERS**

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ABSTRACT

This study investigates the effects of education, competency, and work discipline on career development among maritime port authority officers, with work discipline acting as a mediating variable. Using a quantitative explanatory approach and Partial Least Squares Structural Equation Modeling (PLS-SEM), data were collected from all employees of KSOP Class III Tanjung Pakis. The results show that education, competency, and work discipline have significant positive effects on career development, with competency being the strongest predictor. Education also significantly enhances employee competency. Furthermore, work discipline mediates the effects of both education and competency on career advancement, highlighting its important role in translating human capital into career success. The findings suggest that effective career development in maritime public organizations requires not only educational qualifications and competencies but also strong work discipline, providing important implications for performance-based human resource management and civil service reform.

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