

THE INFLUENCE OF COMPETENCE, CAREER DEVELOPMENT, AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE IN SUKUN DISTRICT

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ABSTRACT

The purpose of this research is to examine and analyze the influence of competence, career development, and work motivation on employee performance; to examine and analyze the influence of competence on employee performance; to examine and analyze the influence of career development on employee performance; and to examine and analyze the influence of work motivation on employee performance. This study employs an explanatory research method. The sample consists of 62 employees, using a census sampling technique. The statistical analysis used is multiple regression analysis. The results show that competence, career development, and motivation significantly influence performance. This indicates that the higher the level of competence possessed by civil servants, the better their performance will be in carrying out their duties and functions. A structured and clear career development program improves employee performance. Motivated employees demonstrate higher dedication, commitment, and work spirit in completing their tasks, thereby resulting in better performance. Competence has a significant effect on employee performance, meaning that employees with strong competencies are proven to deliver better performance in terms of both quality and quantity of work. Career development significantly affects employee performance, indicating that a clear, structured, and fair career development system in Sukun District successfully creates positive perceptions and provides direction for employees in planning their professional future. The clarity of career paths and transparency in the promotion process encourage employees to demonstrate optimal performance and continuously develop their potential. Work motivation has a significant effect on employee performance, meaning that employees with high work motivation are able to create strong drive to work optimally and achieve the set performance targets.

Keywords: Kompetensi, Pengembangan Karir, Motivasi Kerja, Kinerja Pegawai

INTRODUCTION

In the era of globalization and rapid technological development, the government sector is required to improve the quality of public services to meet the increasingly high expectations of society. Employee performance as part of human resources has a crucial role in ensuring the effectiveness, efficiency, and accountability of government bureaucracy (Robbins & Judge, 2019). Employees who have high competence, are supported by a clear career development path, and have strong work motivation will be better able to provide optimal service to the community (Mangkunegara, 2019). Therefore, improving the quality of human resources is the main focus in bureaucratic reform, including at the local government level.

Human resources are the most important and most decisive factor in any organization. Human resources are the determinant of the path or back of the organization. As whatever system has been prepared or equipped and whatever facilities and infrastructure are available in the organization, without being supported by the existence of human resources who have adequate capabilities, then these various completeness will not mean much for the existence of the organization. With human resources, the existing system of facilities and infrastructure in the organization can continue to be refined according to the development of needs to accelerate task completion. Therefore, quality human resources are needed in accordance with the needs and development of the organization.

In the era of bureaucratic reform, it is carried out in an effort to realize good governance (good governance) is a necessity and a necessity among government apparatus both at

the central and regional levels. Bureaucratic reform is one of the efforts to carry out fundamental reforms and changes in the government, especially related to the institutional aspects (organization), management (business process) and the apparatus resources themselves (human resources).

It is not closed that the quality of human resources that can bring the organization to success is determined by their competence. Competence is a characteristic of effective attitudes and behaviors that will determine superior performance at work. Competence will encourage a person to have the best performance so that they can succeed in the organization.

Based on Law Number 5 of 2014 concerning the State Civil Apparatus in article (7) it is affirmed: 1) Every ASN has the right and opportunity for competency development, including through education and training (diklat), courses, seminars, and training. 2) In the development of competencies, each Government Agency is obliged to complete the annual competency development plan contained in the annual budget work plan of each agency.

In the Personnel Management Reform with the implementation of the Merit System, namely a competence and the performance of the apparatus is reasonable and fair. This system systematically regulates the selection and promotion of employees that are fair, competitive, *fairness*, recitation, reward and *punishment* based on employee performance, integrity standards, behavior and human resource management that are determined efficiently and effectively.

Table 1. Performance Data of Sukun District

Work Unit	Education			Training according to the Department	Appreciation	Disciplinary Punishment
	S2	S1	D3			
Sukun District	3	4	-	5	4	-
Gadang Village	1	4	-	3	3	-
Ciptomulyo Village	2	3	-	3	3	-
Kebonsari Village	2	3	-	3	2	-
Bandungrejosari Village	2	3	-	2	3	-
Sukun Village	1	4	-	3	3	-
Tanjungrejo Village	1	4	-	5	3	-
Pisangcandi Village	1	3	1	3	2	1
Karangbesuki Village	1	3	1	4	3	-
Bandulan Village	1	3	1	3	3	-
Mulyorejo Village	1	4	-	4	4	-
Bakalankrajan Village	-	5	-	4	3	-

Source: Processed Data (2025)

ASN is expected to be able to practice and implement the *core value* of "BerAKHLAK" in every breath and work done. The first is service-oriented values. In this sense, every ASN person is required to be committed to providing excellent service for the needs of the community. ASN is required to be friendly, dexterous, solutive and reliable in understanding and complying with all needs of the community. Continuous improvement must also be carried out as an evaluation in the implementation of public services to the community.

The second value is Accountability. This value is meaningful about the sense of responsibility for the trust and authority given. Carrying out duties honestly, responsibly, carefully, discipline and high integrity must be upheld and embedded in ASN. ASN is expected to use wealth and state property responsibly, effectively, and efficiently.

The third value is Competent. This value describes ASN to continue learning to develop capabilities. ASN must be able to improve their competence to answer challenges that will always change and carry out every task given with the best quality.

The fourth value is Harmonious. This value becomes important, especially in relation to the process, ability, and organizational quality of the work. The creation of harmonization can build a conducive work environment that has an effect on excellent service to the community.

The fifth value is Loyal. Civil servants are required to be dedicated and prioritize the interests of the nation and state. This value shows that every ASN must uphold the ideology of Pancasila, the 1945 Constitution, be loyal to the Unitary State of the Republic of Indonesia, and the legitimate government. ASN must also be able to maintain the good name of fellow ASN, agencies, and the State.

The sixth value is Adaptive, which is a very important value that must be possessed, ASN must continue to develop creativity and innovate in providing public services to the community. The last value is Collaborative. This value is needed as an effort to solve the problems of this nation, which should be carried out by building synergistic cooperation both between fellow civil servants and between Ministries/Institutions.

Employee competence is one of the main factors that determine the success of an organization. Spencer & Spencer (2014) stated that competence consists of skills, knowledge, and personal characteristics that affect the way a person works and completes his or her tasks. Employees who have competencies in accordance with the demands of the job will be better able to carry out their duties well, so that they can increase the effectiveness and efficiency of the organization (Wibowo, 2017). However, there are still many government employees who have not received sufficient training or education to improve their competence, thus affecting the quality of the work produced (Sutrisno, 2020). The results of the research of Liana (2018), Makawi *et al.* (2015), and Pragiwani *et al.* (2020) found that competence affects employee performance. In contrast to the results of Hidayat's (2021) research, which found that competence had no effect on employee performance.

In addition to competence, career development also has an important role in improving employee performance. Good career development provides opportunities for employees to improve their skills and gain broader experience in their work (Mondy & Noe, 2014). With a clear career development path, employees will feel appreciated and have more motivation to work optimally (Hasibuan, 2018). However, there are still many government agencies that do not have a systematic career development policy, so employees often feel stagnant in their work (Sedarmayanti, 2018). The results of the research of Liana (2018), Balbed & Sintaasih (2019), Utama *et al.* (2021), Damanik (2024), and Seku & Andriyani (2023) found that career development affects employee performance.

Work motivation is another factor that is no less important in determining employee performance. Herzberg's (1959) motivational theory states that intrinsic factors such as rewards, achievements, and recognition have a significant impact on a person's work morale. Motivated employees will be more enthusiastic in completing their tasks and have a high commitment to the organization (Luthans, 2012). However, in some cases, employees are still found to be demotivated due to a lack of incentives, lack of attention from leaders, and a less supportive work environment (Gibson *et al.*, 2014). The results of the research of Liana (2018), Balbed & Sintaasih (2019), Utama *et al.* (2021), Damanik (2024), and Wahyuni *et al.* (2023) found that work motivation affects employee performance. In contrast to the research results of Hidayat (2021), Kasyifillah & Prijati (2023), and Pragiwani *et al.* (2020), which found that employee motivation had no effect on employee performance.

At the local government level, especially sub-districts, the role of employees is very vital in supporting the smooth administration and public services. The sub-district as an administrative unit of the local government functions as a liaison between the community and the higher government. Therefore, sub-districts are required to have competent, motivated, and adequate career development opportunities in order to be able to carry out their duties and functions optimally (Siagian, 2014).

Sukun District as one of the sub-districts in Malang City has an important role in carrying out government functions and public services. However, there are indications that there are still challenges in improving employee performance. Some of the factors that are problems in Sukun District include the lack of training for employees to improve competence, limited clear career development paths, and low levels of work motivation which have an impact on employee productivity and job satisfaction. If these factors are not managed properly, it can result in a decrease in the quality of services to the community, which can ultimately hinder the effectiveness of local government as a whole.

LITERATURE REVIEW

Employee Performance

Siagian (2014) stated that the performance of state apparatus employees is closely related to the productivity and quality of public services. Employees who have high performance will be able to provide better service to the community, thereby increasing the credibility and effectiveness of government institutions. Mathis & Jackson (2012) define employee performance as the level of job achievement that is based on certain standards that have been set by the organization. Employee performance not only reflects the final results of the work, but also describes how the work process is carried out to achieve optimal results.

According to Rivai & Basri (2017), employee performance is a real behavior shown by a person in carrying out his or her role in the organization in accordance with the responsibilities given. Performance is not only measured by work output, but also by how an employee is able to adapt to the work environment, utilize resources, and carry out tasks effectively and efficiently. Armstrong & Taylor (2014) added that employee performance includes individual contributions in achieving organizational goals, which are influenced by internal factors such as skills, competencies, and motivation, as well as external factors such as work environment and leadership.

Competence

Competence is a fundamental aspect in human resource management that reflects the ability of individuals to carry out their duties and responsibilities effectively. Spencer & Spencer (2014) define competence as a fundamental characteristic of a person related to effectiveness in his or her work, which includes skills, knowledge, and behaviors that can be observed and measured. Competencies consist of technical competencies (*hard skills*) related to specific abilities in the job, as well as social competencies (*soft skills*) that include communication, leadership, and adaptability to the work environment. In line with this opinion, Armstrong & Taylor (2014) explain that competence is a combination of skills, knowledge, and attitudes needed to achieve superior performance in a job. Competencies not only focus on technical aspects, but also include interpersonal and decision-making skills within organizations.

Career Development

Career development is one of the important aspects of human resource management that aims to improve individual skills, experience, and opportunities in achieving a higher career level. Noe (2020), defines career development as an organization's effort to help employees plan and develop their career paths through various training, education, and job rotation opportunities that support employee competency improvement. According to Rivai (2014), career development is a process that aims to assist employees in achieving professional development through various strategies that support the improvement of skills, experience, and promotion opportunities within the organization.

According to Werner & DeSimone (2017), career development is a series of activities designed to help individuals improve their skills, knowledge, and work experience to reach their maximum potential in their careers. Career development is not only the responsibility of the organization, but also the individual concerned. In line with that,

Mondy & Martocchio (2016) revealed that career development is a continuous process that includes improving individual skills, experience, and insights to achieve a higher career level and increase contribution to the organization.

Work Motivation

Work motivation is a key factor in determining the level of productivity and performance of individuals in an organization. Robbins & Judge (2019) define work motivation as a process that describes a person's intensity, direction, and perseverance in achieving certain work goals. According to Noe *et al.* (2023), work motivation is a combination of internal and external factors that drive a person to work harder and achieve organizational goals. Internal factors include a desire to grow, a sense of responsibility, and personal satisfaction, while external factors include salary, promotions, and recognition from superiors. Furthermore, Armstrong & Taylor (2014) suggest that work motivation is closely related to how the organization manages human resources and provides opportunities for employees to develop. Work motivation can be improved through a good organizational culture, supportive leadership, and a fair reward and compensation system. In the context of organizational behavior, Colquitt *et al.* (2015) argues that work motivation is the main factor that determines how individuals set goals, allocate effort, and maintain energy levels at work.

HYPOTHESIS

The hypotheses in this study are as follows:

- H1 : Competence, career development, and work motivation have a simultaneous effect on employee performance in Sukun District.
- H2 : Competence affects the performance of employees in Sukun District.
- H3 : Career development has a partial effect on the performance of employees in Sukun District.
- H4 : Work motivation affects employee performance in Sukun District.

METHODS

Population and Sample

According to Sugiyono (2017), population is a generalized area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then conclusions are drawn. The population in this study is all ASN employees in Sukun District and 11 sub-districts under it, totaling 62 employees with the following details.

Table 2. Population

Information	Total
Sukun District	7 people
Gadang Village	5 people
Ciptomulyo Village	5 people
Kebonsari Village	5 people
Bandungrejosari Village	5 people
Sukun Village	5 people
Tanjungrejo Village	5 people
Pisangcandi Village	5 people
Karangbesuki Village	5 people
Bandulan Village	5 people
Mulyorejo Village	5 people
Bakalankrajan Village	5 people
Total	62 people

Source: Processed Data (2025)

Sugiyono (2017) defines a sample as a part of the number and characteristics possessed by the population. If the population is small, then the study can use the total sampling or saturated sampling technique, where all members of the population are used as research samples. This technique is essentially a census method, in which all units in the population are examined without exception. Based on these considerations, all ASN employees totaling 62 people will be made respondents in this study. The selection of the total sampling or census technique aims to obtain more accurate and representative research results regarding the condition of ASN employees in Sukun District and 11 villages under its administrative area, as well as avoiding sampling errors that may arise if only a part of the population is used.

Operational Definitions and Variable Measurements

Employee performance is the result of work achieved by employees in carrying out their duties and responsibilities in accordance with the standards set by the organization. Performance indicators refer to Mangkunegara (2019), namely: quantity of work, quality of work, punctuality, work effectiveness and work independence.

Competence is a combination of skills, knowledge, and work attitude that allows individuals to carry out their duties effectively. Competency indicators refer to Spencer & Spencer (2014), namely: motives, traits, self-concept, knowledge and skills.

Career development is a series of activities designed to help individuals improve their skills, experience, and potential in an organization to reach a higher career level. Career development indicators refer to Rivai (2014), namely: meeting career needs, training and development, equality in career opportunities, provision of career information, position promotion, position mutation, and workforce development.

Work motivation is an internal and external drive that influences individuals at work, both from within oneself and from external factors, such as appreciation, recognition, and the work environment. Indicators of work motivation refer to Hasibuan (2017), namely: physical needs, needs for security, social needs, needs for appreciation and needs for self-realization.

Data Analysis Methods

The data analysis methods used in this study are descriptive analysis and multiple linear regression analysis. Data processing uses SPSS.

RESULTS

Multiple Regression Analysis

Multiple regression analysis was used to find out how much independent variables (Competence, Career Development, and Motivation) influenced dependent variables (Employee Performance).

Table 3. Multiple Regression Analysis Results

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	0.237	0.239	-	0.991	0.326
Competence	0.525	0.095	0.526	5.509	0.000
Career Development	0.211	0.093	0.227	2.265	0.027
Motivation	0.215	0.102	0.219	2.097	0.040

Based on table 3, multiple linear regression equations can be arranged as follows:

$$Y = 0.237 + 0.525X_1 + 0.211X_2 + 0.215X_3$$

Based on these equations, it can be described as follows:

The value of $a = 0.237$ is a constant in the regression equation which shows that if all independent variables, namely competence (X_1), career development (X_2), and motivation (X_3) do not have an effect (value zero), then the employee performance value (Y) remains at 0.237. This shows that there is a basic positive tendency of employee performance even without the influence of these three independent variables.

The value $b_1 = 0.525$ is the regression coefficient of the competency-free variable (X_1). A positive sign on this coefficient shows that competence has a direct effect on employee performance. This means that the higher the level of competence that employees have, the better the performance produced.

The value of $b_2 = 0.211$ is the regression coefficient of the independent variable of career development (X_2). This positive coefficient indicates that career development also has a direct effect on employee performance. This means that the better the program or career development opportunities available, the more it will encourage employee performance improvement.

The value $b_3 = 0.215$ is the regression coefficient of the motivation-free variable (X_3). A positive sign of this coefficient shows that motivation has a unidirectional influence on employee performance. In other words, the higher the work motivation possessed by employees, the higher the level of performance.

Coefficient of Determination

The Adjusted R Square value of 0.802 shows that 80.2% of the dependent variable, namely Employee Performance, can be explained by independent variables consisting of Competence, Career Development, and Motivation. This means that the three independent variables have a very large contribution in influencing changes or variations in employee performance. Meanwhile, the remaining 19.8% (100% - 80.2%) was explained by factors outside this regression model, which were not examined in this study.

Hypothesis Testing

First Hypothesis Testing

The first hypothesis test was carried out using the F test (ANOVA) to determine the simultaneous influence of independent variables (Competence, Career Development, and Motivation) on dependent variables (Employee Performance). Based on the results of the F test, an F value of 83.330 was obtained and a significance value of 0.000 was less than 0.05, indicating that the regression model constructed as a whole was significant. This means that there is a significant simultaneous influence between competency variables, career development, and motivation on employee performance. Thus H1 was accepted.

Second Hypothesis Testing

The second hypothesis test was carried out using the t-test. The results of the t-test can be seen in the following table.

Table 4. Test Results t

	Regression Coefficients	t	Sig
Competence	0.525	5.509	0.000
Career Development	0.211	2.265	0.027
Motivation	0.215	2.097	0.040

Source: Processed Data (2025)

Based on the results of the t-test in table 4, it was obtained that the competency variable had a t-value of 5.509 and a significance value of 0.000, which was smaller than the significance limit of 0.05. This shows that competence has a significant influence on employee performance. In addition, the value of the regression coefficient of 0.525 which is a positive sign indicates that the direction of influence between employee competence and performance is positive, meaning that an increase in employee competence will be

followed by an increase in performance. Thus, it can be concluded that the second hypothesis (H2) is accepted.

Third Hypothesis Testing

The third hypothesis test was carried out using the t-test. Based on the test results in table 4.13, it was obtained that the career development variable had a t-value of 2.265 and a significance value of 0.027 that was smaller than the significance level of 0.05, which means that career development has a significant influence on employee performance. In addition, the regression coefficient value of 0.211 with a positive sign shows that there is a one-way influence between career development and employee performance. This means that the better the career development program that is implemented, the performance of employees will also tend to increase. Thus, the third hypothesis (H3) is accepted.

Testing the Fourth Hypothesis

The fourth hypothesis test was carried out using the t-test. Based on the test results in table 4.13, it was obtained that the motivation variable had a t-value of 2.097 and a significance value of 0.040 smaller than the significance level of 0.05, which shows that work motivation has a significant effect on employee performance. In addition, the regression coefficient for the motivation variable was 0.215 and was marked positive. This shows that the influence of work motivation on employee performance is unidirectional, meaning that increasing work motivation will be followed by improving employee performance. Thus, the fourth hypothesis (H4) is accepted.

Discussion

The Influence of Competence, Career Development and Work Motivation on Employee Performance

Competence, career development and motivation have a significant effect on employee performance. This shows that these three factors play a crucial role in determining the level of productivity and effectiveness of employees in carrying out their duties. According to Armstrong & Taylor (2014), employee performance includes individual contributions in achieving organizational goals, which are influenced by internal factors such as skills, competencies, and motivation, as well as external factors such as work environment and leadership. This statement reinforces that variables such as competence, career development, and motivation are strategic elements in effective human resource management.

Competence as a combination of knowledge, skills, and attitudes possessed by employees is the main foundation in carrying out job responsibilities. Employees with qualified competencies tend to be able to complete tasks more efficiently, make more informed decisions, and make more meaningful contributions to the organization. Without adequate competence, employee performance will be hampered due to limited capabilities in dealing with the complexity and demands of work. The results of the research of Liana (2018), Makawi et al. (2015), and Pragiwani et al. (2020) found that competence has a significant effect on employee performance. High competence allows employees to complete tasks efficiently and accurately, and make optimal contributions to the organization.

Clear and structured career development provides direction and goals for employees to continuously improve their capacity and performance. When organizations provide a transparent career path with relevant development programs, employees feel valued and see opportunities for professional advancement. This encourages them to invest more in self-development and perform at their best. Conversely, the absence of career development opportunities can lead to stagnation, boredom, and decreased motivation leading to a decline in performance. The results of research by Liana (2018), Balbed & Sintaasih (2019), Utama et al. (2021), Damanik (2024), and Seku & Andriyani (2023) show that career development affects employee performance. When employees see opportunities to develop and move up the career ladder, employees will be more

motivated to improve their competencies and contributions to the organization. Career development programs such as training, coaching, mentoring, and job promotion are tangible indicators of an organization's concern for the future of its employees.

Motivation acts as a catalyst that moves employees to optimize competencies and take advantage of available career development opportunities. High motivation encourages employees to exert maximum effort, survive challenges, and maintain focus on achieving goals. Motivational factors can come from internal such as personal satisfaction and self-achievement, as well as from external sources such as incentives, recognition, and a conducive work environment. The integration between intrinsic and extrinsic motivation creates a sustained drive for employees to maintain and improve performance. The results of research by Liana (2018), Balbed & Sintaasih (2019), Utama et al. (2021), Damanik (2024), and Wahyuni et al. (2023) found that work motivation has a significant effect on employee performance. Highly motivated employees will show a strong commitment to their tasks, are more resistant to pressure, and have a tendency to deliver maximum work results.

The relationship between the three variables of competence, career development and motivation is dynamic and mutually reinforcing. Increased competence will open up wider career development opportunities, which in turn increases employee motivation. On the contrary, high motivation encourages employees to develop competencies and take advantage of available career opportunities. When an organization is able to manage these three factors in an integrated manner, a positive cycle is created that continuously improves individual and organizational performance. Organizational support in the form of training programs, performance management systems, and a positive work culture is key in optimizing the influence of these three factors.

These findings have important implications for human resource management practices. Organizations need to adopt a holistic approach that doesn't just focus on one aspect, but pays attention to competence, career development and motivation in a balanced way. Investment in competency development must be balanced with clear career planning and effective motivational strategies. Managers and organizational leaders need to understand the unique profile of each employee in order to be able to design targeted interventions, whether in the form of training programs, new job challenges, or reward systems. Thus, employee performance optimization can be achieved through synergy between competencies, career development, and motivation as the main pillars of organizational success.

The Influence of Competency on Employee Performance

Competence has a significant effect on employee performance. This shows that the level of knowledge, skills, and abilities possessed by employees in Sukun District has a direct impact on the quality and quantity of work produced. The higher the level of competence that an employee has, the better his performance in carrying out his duties and responsibilities in the work environment. Competence is the main foundation in determining the extent to which individuals are able to work effectively and efficiently according to the standards set by the organization. Spencer & Spencer (2014) define competence as a fundamental characteristic of a person related to effectiveness in his or her work, which includes skills, knowledge, and behaviors that can be observed and measured. Thus, competence does not only include technical aspects, but also includes work attitudes and interpersonal skills that are indispensable in daily work interactions, especially in the public service sector such as in Sukun District.

These findings are in line with previous research conducted by Liana (2018), Makawi et al. (2015), and Pragiwani et al. (2020) which also found a positive influence of competence on employee performance. The results of this study indicate that the higher the competence possessed by employees, the better the performance produced in carrying out the tasks and responsibilities given. When employees have competencies that are in accordance with their field of duty, employees can complete work quickly, accurately, and with minimal errors. In addition, competent employees tend to have a

high level of adaptability in dealing with changes in policies or work systems, and are able to provide solutions to problems that arise independently or collaboratively. These findings do not support the results of Hidayat's (2021) research which states that competence has no effect on employee performance.

In addition, significant results in this study also show that efforts to develop employee competencies in Sukun District have provided real benefits to improving performance. Training programs, further education, workshops, and other forms of capacity building that have been implemented seem to have succeeded in improving employee competencies which is then reflected in performance improvement. This emphasizes the importance of sustainable investment in human resource development, especially in the context of government institutions that are required to provide excellent service to the community.

An important implication of these findings is the need for Sukun District to continue to maintain and improve employee competency development programs on an ongoing basis. Competency mapping, capability gap analysis, and designing targeted development programs are strategic steps that can be taken. In addition, the recruitment and selection system also needs to pay attention to the competency aspects of prospective employees to ensure the acquisition of quality human resources. Thus, the positive influence of competence on employee performance can continue to be maintained and improved, which will ultimately contribute to improving the quality of public services in Sukun District.

The Influence of Career Development on Employee Performance

Career development has a significant effect on employee performance. This shows that the organization's strategy in building a clear and structured career path is one of the keys to improving the quality of individual performance. Career development that is carried out systematically is able to encourage employees to show their best performance because they feel that they have clear goals and expectations in their professional journey. According to Rivai (2014), career development is a process that aims to assist employees in achieving professional development through various strategies that support the improvement of skills, experience, and promotional opportunities within the organization. This means that career development is not only about placing higher positions, but also includes empowering employees through training, education, mentoring, and opening access to new challenges in the work environment.

These findings are consistent with the results of previous research conducted by Liana (2018), Balbed & Sintaasih (2019), Utama et al. (2021), Damanik (2024), and Seku & Andriyani (2023) which found the influence of career development on employee performance. The coherence of the results of this study with previous studies strengthens the argument that career development is a crucial factor in improving employee performance in various organizational contexts, including in the Sukun District government. Employees who see opportunities for professional development tend to be more responsible, have initiative at work, and show a high level of commitment to the organization. Career development also plays a role as a driving factor for job satisfaction, as employees feel valued and invested in the organization.

The career development implemented in Sukun District seems to have succeeded in creating a positive perception among employees regarding their professional future. When employees see a clear career path and opportunities to grow within the organization, they tend to be more motivated to perform optimally. Clarity on promotion criteria, planned job rotation, and capacity building opportunities through education and training provide direction for employees to align their work efforts with long-term career goals. This condition creates a mutually beneficial relationship between individual employees and the organization.

Pengembangan karir yang baik memberikan rasa kepastian dan keamanan kerja yang pada gilirannya mengurangi kecemasan dan meningkatkan konsentrasi pegawai

terhadap tugas-tugas yang diemban. Selain itu, sistem pengembangan karir yang transparan dan berbasis merit mendorong pegawai untuk terus meningkatkan kompetensi diri, mengembangkan inovasi, dan berkontribusi lebih dari sekadar tuntutan formal pekerjaan. Pegawai yang melihat adanya korelasi antara kinerja dengan kemajuan karir cenderung lebih proaktif dalam menyelesaikan permasalahan dan mengusulkan ide-ide perbaikan sistem kerja.

In the context of public service in Sukun District, effective career development also plays a role in building employee loyalty and commitment to the organization. Low turnover rates and increased retention of outstanding employees create stability in public service and allow for the accumulation of valuable institutional knowledge. Employees who have a long career in an agency have a deep understanding of the characteristics of the community served, specific work procedures, and a wide coordination network, so that they are able to provide more responsive and efficient services. Good career development prevents this loss of intellectual and social capital through the transfer of employees to other institutions.

The practical implication of this finding is that it is important for the leadership of Sukun District to continue to improve the existing career development system. Some strategic steps that can be taken include: the preparation of a comprehensive career path map, the alignment of competency development programs with the needs of future positions, the implementation of an objective performance appraisal system as a basis for promotion, and personalized career guidance for each employee. In addition, transparency in the decision-making process related to promotion and mutation needs to be improved to strengthen the perception of organizational fairness. By building a better career development system, Sukun District can continue to optimize the potential of its human resources which will ultimately have a positive impact on improving the quality of public services to the community. Career development is a long-term investment that provides strategic advantages for the organization. Not only improving individual work performance, but also strengthening organizational competitiveness, creating a healthy work atmosphere, and maintaining the sustainability of the quality of public services.

The Influence of Work Motivation on Employee Performance

Motivation has a significant effect on employee performance. This shows that the encouragement, enthusiasm, and desire of employees in Sukun District to carry out their duties well have a direct impact on the work results they achieve. Highly motivated employees tend to be more disciplined, proactive, responsible, and consistent in completing their tasks, even in challenging work situations. According to Robbins & Judge (2019), work motivation is a process that describes a person's intensity, direction, and perseverance in achieving certain work goals. In other words, motivation is a psychological force that moves individuals to act focused and persistent in carrying out their work. The three main elements of motivation are intensity (how hard a person puts in the effort), direction (where the effort is directed), and perseverance (how long the effort is maintained) all have direct implications for employee productivity.

The findings of this study are in line with the results of studies conducted by Liana (2018), Balbed & Sintaasih (2019), Utama et al. (2021), Damanik (2024), and Wahyuni et al. (2023) which found a positive influence of work motivation on employee performance. The consistency of these results indicates that motivation is a psychological factor that plays an important role in encouraging employees to work optimally and achieve the performance targets that have been set. High motivation also encourages employees to be results-oriented, find solutions to problems, be willing to learn new things, and maintain positive working relationships with colleagues and superiors. In the context of public services such as in Sukun District, motivated employees will be more enthusiastic about serving the community, providing fast and appropriate services, and being able to maintain the institution's image professionally. The findings of the study do not support Hidayat (2021), Kasyifillah & Prijati (2023), and Pragiwani et al. (2020) who stated that work motivation has no effect on employee performance.

The significance of the influence of motivation on employee performance in Sukun District can also be attributed to the effectiveness of the motivation enhancement programs that have been implemented. A comprehensive motivational approach, including financial and non-financial aspects, seems to be successful in touching various employee needs according to Maslow's hierarchy of needs theory. The fulfillment of basic needs through proper compensation, the need for security through the guarantee of career continuity, social needs through the creation of a collaborative work environment, the need for rewards through recognition of achievements, to the need for self-actualization through the provision of responsibility and autonomy in completing tasks, holistically succeeds in increasing employee motivation and performance.

CONCLUSION

Competence, career development and motivation affect performance. This shows that the higher the level of competence that ASN employees have, the better the performance will be produced in the implementation of their duties and functions. A structured and clear career development program will improve employee performance. Motivated employees will show higher dedication, commitment, and work ethic in completing their tasks, resulting in better performance.

Competence has a significant effect on employee performance, which means that employees with qualified competencies are proven to be able to provide better performance in terms of quality and quantity of work.

Career development has a significant effect on employee performance, indicating that a clear, structured, and fair career development system in Sukun District has succeeded in creating a positive perception and providing direction for employees in planning their professional future. Career path clarity and transparency in the promotion process encourage employees to show optimal performance and develop their potential in a sustainable manner.

Work motivation has a significant effect on employee performance, which means that employees who have high work motivation succeed in creating a strong motivation for employees to work optimally and achieve set performance targets.

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