

The Effect of Motivation and Career Development on Employee Performance with Job Satisfaction as Intervening Variable: The Case of Education and Culture Office of Banyuasin Regency

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Article Information:

Received: July 06, 2026; Accepted: July 12, 2026; Published: 14, July 2026

Abstract

This study aims to determine 1) the Effect of Motivation on Employee Job Satisfaction at the Banyuasin Regency Education and Culture Office. 2) The Influence of Career Development on Job Satisfaction of Employees of the Education and Culture Office of Banyuasin Regency. 3) The Influence of Motivation on the Performance of Employees of the Education and Culture Office of Banyuasin Regency. 4) The Influence of Career Development on the Performance of Employees of the Education and Culture Office of Banyuasin Regency. 5) The Influence of Job Satisfaction on the Performance of Employees of the Education and Culture Office of Banyuasin Regency. This type of research is Associative. The population of this study consisted of all employees (179), and the sample comprised 120 employees; the sampling technique used was cluster sampling. The data used in this study are primary, collected through a questionnaire. The data analysis technique used is Structural Equation Modeling (SEM) with the LISREL program. The results of this study indicate that: 1) there is a significant influence of Motivation on Job Satisfaction. 2) There is a significant influence of Career Development on Job Satisfaction. 3) There is a significant influence of Motivation on Employee Performance. 4) Career Development has a significant influence on Employee Performance. 5) Job Satisfaction has a significant influence on Employee Performance. Job Satisfaction strengthens the influence of Motivation and Career Development on Employee Performance at the Banyuasin Regency Education and Culture Office.

Keywords: Motivation, Career Development, Job Satisfaction, Employee Performance.

1. Introduction

Human resources (HR) is a crucial factor in an organization's or company's efforts to achieve its stated goals. The success of these goals depends on the capabilities of its human resources. According to [Sedarmayanti \(2020\)](#), human resource management is an approach to managing human resources based on three principles. Human resources are the most valuable and crucial asset an organization possesses. Success is achieved if the policies, procedures, and regulations related to the company's people are interconnected and mutually beneficial to all parties involved. One important topic in human resources is performance. The importance of work performance determines the quality and quantity of work an employee achieves in carrying out their assigned responsibilities. According to [Robbins and Judge \(2021\)](#), employee performance

is the results achieved by an employee, both qualitatively and quantitatively, in achieving their work goals according to specific criteria applicable within the company.

Factors influencing employee performance include abilities/skills, work motivation, organizational culture, work environment, job satisfaction, leadership, and career development ([Robbins & Judge, 2021](#)). One factor influencing employee performance is job satisfaction. According to [Kasmir \(2016\)](#), job satisfaction is a feeling of pleasure or joy, or a feeling of liking someone before and after performing a task. If an employee feels happy and enjoys their work, their performance will be good. Likewise, if someone is unhappy, joyful, or dislikes their work, this will also affect their performance. Therefore, job satisfaction can influence performance. According to [Rivai \(2020\)](#), factors influencing job satisfaction include motivation, work environment, job stress, communication, career development, and compensation systems. Another factor influencing performance is work motivation. According to [Sedarmayanti \(2020\)](#), motivation is the force that drives a person to act, existing both internally and externally, both positive and negative. Work motivation is what creates a drive (work enthusiasm) that fuels work enthusiasm. Motivation, in addition to influencing performance, can also influence job satisfaction. When employee motivation is high, employees are more likely to feel satisfied because they see purpose and meaning in what they do, which in turn affects their performance.

Another factor that can influence performance is career development. Career development is a personal change that individuals undertake to achieve career goals. According to [Robbins and Judge \(2021\)](#), career development is one factor that can influence employee performance ([Robbins & Judge, 2021](#)). This process is crucial for employees throughout their careers, as it helps improve their performance and job satisfaction with the organization. Employees hope to achieve a better position as a result of their efforts and achievements ([Siagian, 2022](#)). Career development also influences job satisfaction. When employees have career opportunities, this can influence their job satisfaction.

One agency required to improve the quality of its human resources is the Department of Education and Culture. Government agencies are required to maintain high levels of performance in serving the public, particularly in providing effective, prompt, and high-quality services. The Department of Education and Culture, as the institution responsible for implementing education and cultural preservation, plays a strategic role in achieving optimal public service quality. Therefore, improving the performance of its apparatus and employees is a crucial aspect that must be continuously addressed and developed. The Department of Education and Culture of Banyuasin Regency is a joint Regional Apparatus Organization (OPD) of Education and Culture, based on Banyuasin Regency Regional Regulation concerning the Formation and Composition of Regional Apparatus of Banyuasin Regency and Regent Regulation Number 143 of 2018 concerning the Organizational Structure and Description of the Duties and Functions of the Department of Education and Culture of Banyuasin Regency. The Department of Education and Culture of Banyuasin Regency is led by a Head of Office, who oversees one Secretariat and related fields. Based on data on the performance development of the Education and Culture Office, measured through several strategic objectives over five years, most showed relatively stable realization, but did not exceed the established targets. Employee performance at the Banyuasin Regency Education and Culture Office, based on objective indicators, has not been achieved or exceeded the established targets. This is due to a lack of professionalism among some officials in carrying out their main duties and functions within their assigned tasks. Furthermore, employee qualifications remain insufficient, resulting in suboptimal performance. Furthermore, there are issues with suboptimal work standards due

to some employees' inability to operate computers or laptops. Other issues include inadequate facilities and infrastructure, with several printers unable to operate optimally due to frequent breakdowns and the agency's lack of attention, requiring printing outside the office. These issues contribute to the unachievable goals of the Banyuasin Regency Education and Culture Office. The phenomenon in the job satisfaction variable of employees at the Banyuasin Regency Education and Culture Office is based on what employees conveyed, namely dissatisfaction with the job indicator. 19 employees stated that the tasks assigned did not match their abilities and interests and lacked meaning and challenge.

Another problem was found in the promotion indicator, where 17 employees considered promotions to be non-transparent and not merit-based, creating injustice for employees at the Banyuasin Regency Education and Culture Office. Furthermore, regarding the co-worker indicator, 21 employees stated that some co-workers still did not support each other in their work. Furthermore, a lack of coordination led employees to work individually, thereby decreasing overall job satisfaction. Factors affecting employee performance at the Banyuasin Regency Education and Culture Office also included low employee motivation. Workplace relationships were found to be poor, with frequent internal conflicts caused by employees bringing personal problems into the workplace. Furthermore, there was a lack of recognition or rewards, such as praise, for achievements from superiors. This was evident in superiors' lack of attention to the work results of employees who worked responsibly and were never late in reporting their work results. Another phenomenon researchers found in the supervision indicator is the suboptimal role of superiors in providing direction, guidance, and oversight of employee task performance. Some employees felt supervision was inconsistent, leading to unclear or changing work instructions. This lack of employee motivation will result in low employee satisfaction, which can lead to decreased performance among employees at the Banyuasin Regency Education and Culture Office. Data shows that the training program conducted by the Banyuasin Regency Education and Culture Office has not yet reached its target. In 2024, only 58 of the 70 employees targeted for training were enrolled. Meanwhile, in 2025, the number of employees participating in training increased, but not everyone was able to. Only 76 of the 90 targeted employees for training were enrolled. Researchers also found that career development phenomena are evident in training and development, where some employees feel they have unequal access to competency-building activities. For example, training is only provided to senior employees, while other employees who also need it are not given the same opportunities. Furthermore, information regarding career paths and promotion opportunities has not been communicated transparently. This leaves employees unaware of the requirements and procedures for promotion. For example, promotion announcements are only known to some employees close to their superiors. Other phenomena related to unfair treatment in the career development process were also found, such as non-objective performance appraisals. For example, employees with strong performance are not included on the promotion list, while employees who are close to their superiors actually receive greater opportunities.

2. Literature Review

The Influence of Motivation on Job Satisfaction. According to [Rivai \(2020\)](#), factors influencing job satisfaction can be identified by examining several factors that can generate and encourage job satisfaction, including work motivation. It provides the driving force behind a person's work activities, encouraging them to cooperate, work effectively, and integrate their efforts to achieve satisfaction. Previous research conducted by [Ratnasari and Sutjahjo \(2019\)](#), [Wau and Purwanto \(2021\)](#), [Rahmawati, Kawangung, Kurniadi & Husni \(2021\)](#), [Utama, Kirana and Subianto](#)

(2021), [Kurniawati and Warsono \(2020\)](#), [Prayudi and Komariyah \(2023\)](#), [Komara and Tazkia \(2023\)](#), and [Saptaria, Damayanti and Sinarti \(2024\)](#) showed that motivation significantly influences job satisfaction. This contrasts with [Marina, Saluy and Kemalasari \(2023\)](#) research, which found that motivation had no significant effect on job satisfaction. A phenomenon occurring at the Banyuasin Regency Education and Culture Office is a problem with employee motivation related to working conditions, recognition or rewards, and supervision. This impacts employee satisfaction with work, promotions, and coworkers.

The Influence of Career Development on Job Satisfaction. According to [Rivai \(2020\)](#), factors influencing job satisfaction can be identified by examining several factors that can generate and encourage job satisfaction, including career development. Career development is carried out through a formal approach used by organizations to ensure that people with the appropriate qualifications and experience are available when needed. Previous research conducted by [Ratnasari and Sutjahjo \(2019\)](#), [Wau and Purwanto \(2021\)](#), [Utama, Kirana and Subianto \(2021\)](#), [Kurniawati and Warsono \(2022\)](#), [Prayudi and Komariyah \(2023\)](#), [Marina, Saluy and Kemalasari \(2023\)](#), and [Saptaria, Damayanti and Sinarti \(2024\)](#) showed that career development significantly impacts job satisfaction. This contrasts with the research by [Rahmawati, Kawangung, Kurniadi & Husni \(2021\)](#), which found that career development had no significant impact on job satisfaction. A phenomenon at the Banyuasin Regency Education and Culture Office concerns employee career development, including training and development, career information, and unfair treatment. This impacts employee satisfaction with work, promotions, and coworkers.

The Influence of Motivation on Employee Performance. According to [Robbins and Judge \(2021\)](#), factors influencing performance include motivation. Motivation is the force that directs and sustains individual behavior toward achieving organizational goals. The higher the motivation, the better the work performance. Previous research conducted by [Ratnasari and Sutjahjo \(2019\)](#), [Syamti, Idris and Waluyo \(2020\)](#), [Wau and Purwanto \(2021\)](#), [Larasati, Adriansyah and Rahmah \(2021\)](#), [Utama, Kirana and Subianto \(2021\)](#), [Rahmawati, Kawangung, Kurniadi & Husni \(2021\)](#), [Prayudi and Komariyah \(2023\)](#), [Marina, Saluy and Kemalasari \(2023\)](#), and [Gulo and Siregar \(2024\)](#) showed that motivation significantly influences performance. This contrasts with research conducted by [Mardianty and Sari \(2025\)](#), which showed that motivation had no significant effect on employee performance. A phenomenon observed at the Banyuasin Regency Education and Culture Office is a problem with employee motivation related to working conditions, recognition or rewards, and supervision. This impacts employee performance in terms of goals, work standards, and facilities and infrastructure.

The Influence of Career Development on Employee Performance. According to [Robbins and Judge \(2021\)](#), factors influencing performance include career development. Career development is an opportunity to develop oneself and participate in training to improve employee competency and work performance. Previous research conducted by [Syamti, Idris and Waluyo \(2020\)](#), [Wau and Purwanto \(2021\)](#), [Larasati, Adriansyah and Rahmah \(2021\)](#), [Utama, Kirana and Subianto \(2021\)](#), [Rahmawati, Kawangung, Kurniadi & Husni \(2021\)](#), [Nugraha, Nadeak, Martini and Suyaman \(2022\)](#), [Prayudi and Komariyah \(2023\)](#), [Marina, Saluy and Kemalasari \(2023\)](#), [Gulo and Siregar \(2024\)](#), and [Mardianty and Sari \(2025\)](#) showed that career development significantly impacts performance. This contrasts with the research by [Ratnasari and Sutjahjo \(2019\)](#), which found that career development had no significant impact on employee performance. Problems with employee career development, including training and development, career information, and unfair treatment, characterize the phenomenon at the

Banyuasin Regency Education and Culture Office. This impacts employee performance in terms of goals, work standards, and facilities and infrastructure.

The Influence of Job Satisfaction on Employee Performance. According to [Robbins and Judge \(2021\)](#), factors influencing performance include job satisfaction. Employees who are satisfied with their jobs, including feeling appreciated and having good relationships with coworkers and superiors, tend to perform better. Previous research conducted by [Ratnasari and Sutjahjo \(2019\)](#), [Rahmawati, Kawangung, Kurniadi & Husni \(2021\)](#), [Wau and Purwanto \(2021\)](#), [Utama, Kirana and Subianto \(2021\)](#), [Komara and Tazkia \(2023\)](#), and [Saptaria, Damayanti and Sinarti \(2024\)](#), and [Gulo and Siregar \(2024\)](#) showed that job satisfaction significantly influences performance. This contrasts with [Marina, Saluy and Kemalasari \(2023\)](#), who found that job satisfaction had no significant effect on employee performance. A phenomenon observed at the Banyuasin Regency Education and Culture Office is a problem with employee job satisfaction related to work, promotions, and coworkers. This impacts employee performance in terms of objectives, work standards, and facilities and infrastructure.

3. Research Method

This research was conducted at the Banyuasin Regency Education and Culture Office located at the Government Office Complex, Jl. A. Rachman Tamim No. 24, Pangkalan Balai, Banyuasin III District, Banyuasin Regency, South Sumatra 30911. The research method used in this study is quantitative. The dependent variable in this study is employee performance, measured by indicators of goals, work standards, facilities, and infrastructure. The intervening variable is job satisfaction with indicators of work, promotion, and coworkers. The independent variables are motivation and career development. The indicators of motivation are work relationships, recognition and rewards, and supervision. The indicators of career development are training and development, career information, and unfair treatment. The population of this study is the employees of the Banyuasin Regency Education and Culture Office; there are 179 employees, and the sample is 120. The sampling method used in this study is Cluster sampling. The research instrument is a questionnaire, and the data analysis method is structural equation modeling (SEM).

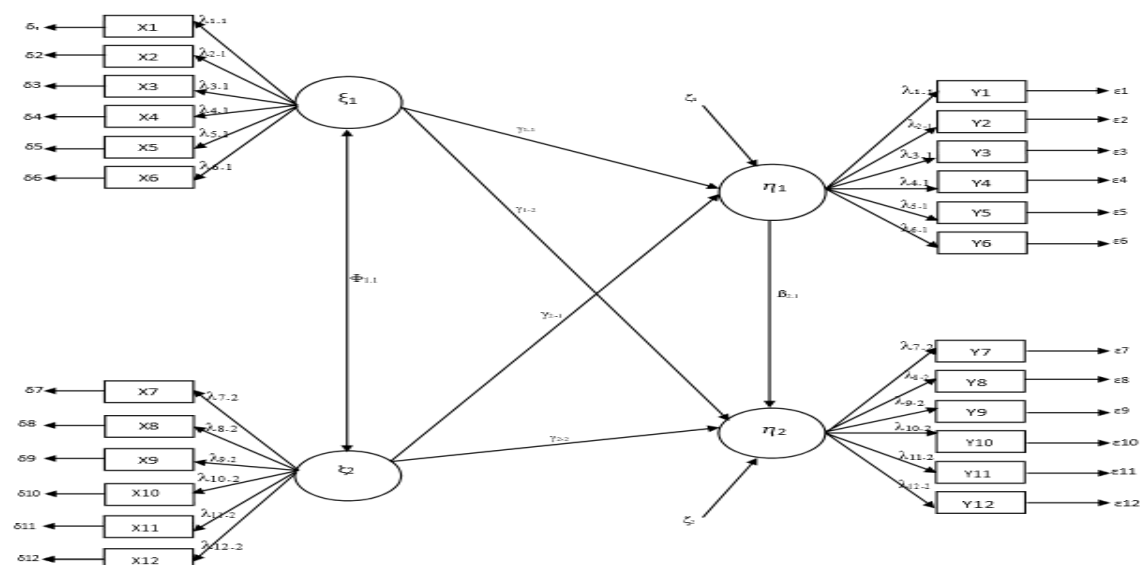


Figure 1. Structural Equation Modeling

4. Findings and Discussions

Confirmatory Factor Analysis. This analysis was conducted separately for each construct to test the measurement model's validity and reliability.

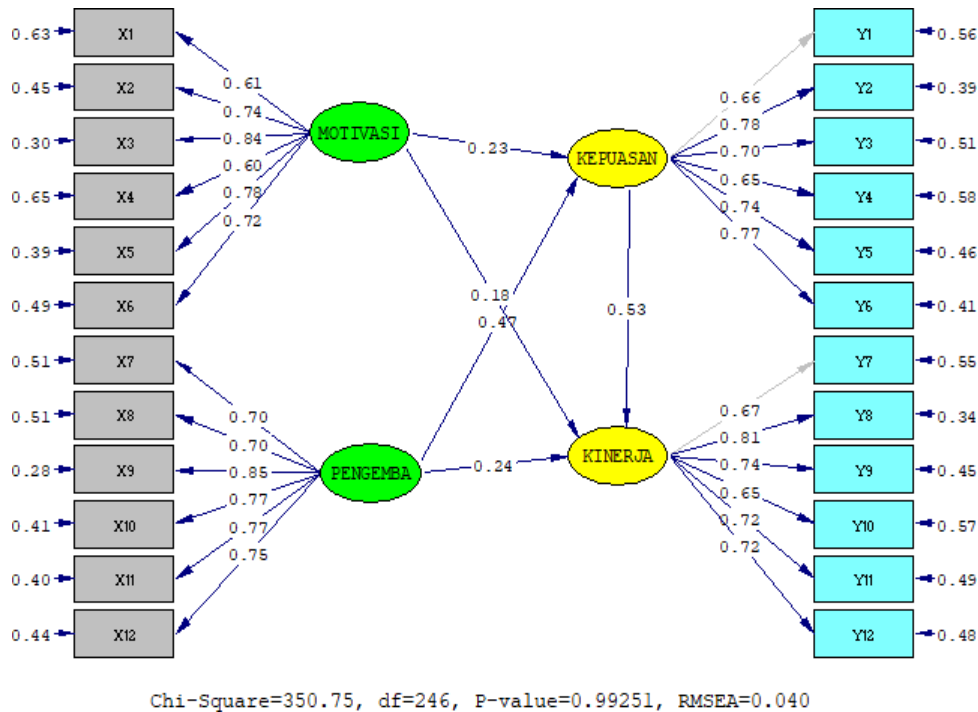


Figure 2. Confirmatory Factor Analysis

The results show that all the variables in the loading factor have values greater than the error. This indicates that the CFA (Confirmatory Factor Analysis) test in the initial stage in the figure above has met the requirements for the next stage of testing.

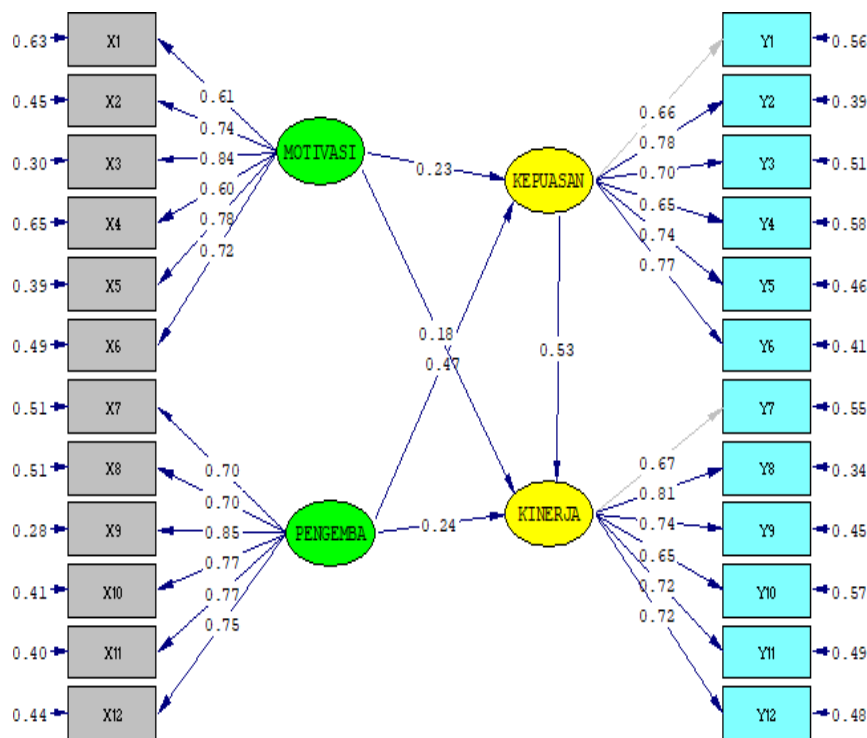
Goodness of fit. Based on the results of the goodness of fit, a summary of the

Table 1. Goodness of fit

Goodness of Fit	Cut of Value	Analysis	Model Evaluation
P-Value	$\geq 0,05$	0.992	Good Fit
RMSEA	$\leq 0,1$	0.04	Good Fit
GFI	$\geq 0,90$	0.8	Fit
NNFI	$\geq 0,90$	0.95	Good Fit
SRMR	$\leq 0,1$	0.068	Good Fit
IFI	$\geq 0,90$	0.96	Good Fit
CFI	$\geq 0,90$	0.96	Good Fit
RFI	$\geq 0,90$	0.88	Fit
NFI	$\geq 0,90$	0.89	Fit

It can be concluded that the model is good because the overall goodness of fit index criteria are included in the good fit category, so there is no need to modify the model.

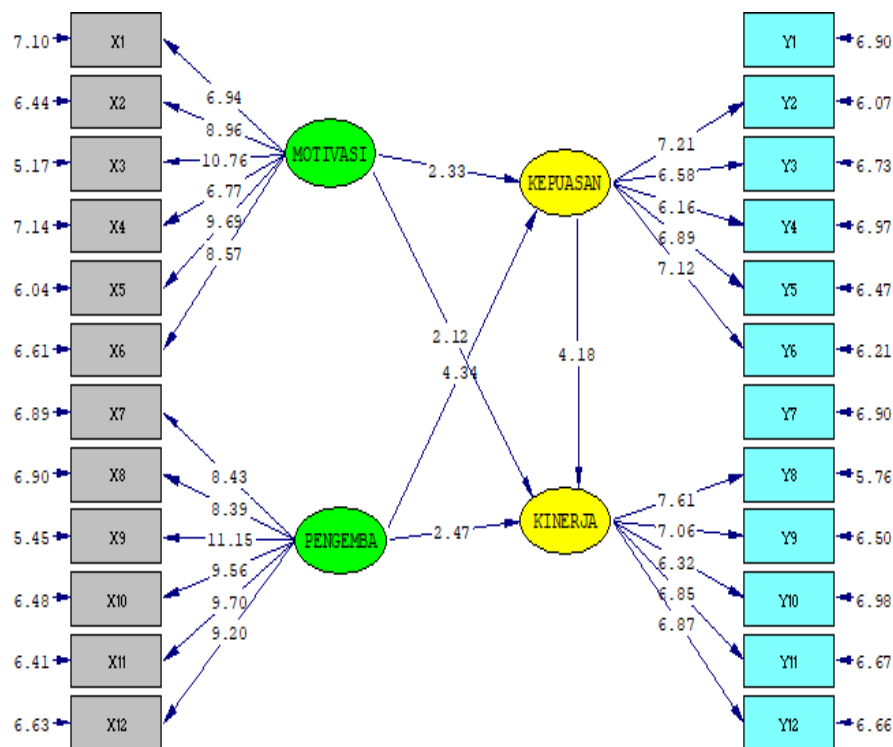
Below is the structural model.



Chi-Square=350.75, df=246, P-value=0.99251, RMSEA=0.040

Figure 3. Structural Equation Modelling

Below is the t-value.



Chi-Square=350.75, df=246, P-value=0.99251, RMSEA=0.040

Figure 4. T-value

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Note: Motivasi = Motivation; Pengemba = career development; Kepuasan = Job Satisfaction; Kinerja = Performance

The Effect of Motivation on Job Satisfaction. The T-value is $2.33 > 1.96$, so H_{01} is rejected. This means that motivation significantly affects job satisfaction. The results of this study indicate that increased motivation increases job satisfaction, and that decreased motivation decreases it among employees at the Banyuasin Regency Education and Culture Office. These results align with [Rivai \(2020\)](#) theory that job satisfaction can be determined by examining several factors that generate and encourage it, including work motivation. It provides the driving force behind a person's work activities, encouraging them to cooperate, work effectively, and integrate into all efforts to achieve satisfaction. This research aligns with research conducted by [Ratnasari and Sutjahjo \(2019\)](#), [Wau and Purwanto \(2021\)](#), [Rahmawati, Kawangung, Kurniadi & Husni \(2021\)](#), [Utama, Kirana and Subianto \(2021\)](#), [Kurniawati and Warsono \(2022\)](#), [Prayudi and Komariyah \(2023\)](#), and [Saptaria, Damayanti and Sinarti \(2024\)](#), whose results indicate that motivation significantly influences satisfaction. In contrast to [Marina, Saluy and Kemalasari \(2023\)](#), their results showed that motivation did not significantly affect job satisfaction.

The Effect of Career Development on Job Satisfaction. The T-value is 4.34, which is greater than 1.96, so H_{02} is rejected. This means that career development has a significant effect on job satisfaction. The results of this study indicate that greater career development is associated with higher job satisfaction. Conversely, a decrease in career development will decrease job satisfaction among employees at the Banyuasin Regency Education and Culture Office. These results align with [Rivai \(2020\)](#) theory that job satisfaction can be determined by examining several factors that generate and encourage it, including career development. Career development is carried out through a formal approach used by organizations to ensure that people with the appropriate qualifications and experience are available when needed. This research aligns with research conducted by [Ratnasari and Sutjahjo \(2019\)](#), [Wau and Purwanto \(2021\)](#), [Utama, Kirana and Subianto \(2021\)](#), [Kurniawati and Warsono \(2022\)](#), [Prayudi and Komariyah \(2023\)](#), [Marina, Saluy and Kemalasari \(2023\)](#), and [Saptaria, Damayanti and Sinarti \(2024\)](#), whose research findings indicate that career development significantly influences job satisfaction. In contrast to [Rahmawati, Kawangung, Kurniadi & Husni \(2021\)](#), their results showed that career development had no significant effect on job satisfaction.

The Effect of Motivation on Employee Performance. The T-value is 2.12, which is greater than 1.96, so H_{03} is rejected. This means that motivation significantly affects employee performance. The results of this study indicate that increased motivation will improve employee performance, whereas decreased motivation will decrease it at the Banyuasin Regency Education and Culture Office. These results align with [Robbins and Judge \(2021\)](#) theory, which emphasizes motivation. Motivation is a force that directs and sustains individual behavior in achieving organizational goals. The higher the motivation, the better the work performance, thereby improving employee performance. This research aligns with research conducted by [Ratnasari and Sutjahjo \(2019\)](#), [Syamti, Idris and Waluyo \(2020\)](#), [Wau and Purwanto \(2021\)](#), [Larasati, Adriansyah and Rahmah \(2021\)](#), [Utama, Kirana and Subianto \(2021\)](#), [Rahmawati, Kawangung, Kurniadi & Husni \(2021\)](#), [Prayudi and Komariyah \(2023\)](#), [Marina, Saluy and Kemalasari \(2023\)](#), and [Gulo and Siregar \(2024\)](#), all of which show that motivation significantly influences performance. In contrast to [Mardianty and Sari \(2025\)](#) findings, their research showed that motivation had no significant effect on employee performance.

The Effect of Career Development on Employee Performance. The T-value is 2.47, which is

greater than 1.96, so Ho4 is rejected. This means that career development has a significant effect on employee performance. The results of this study indicate that if Career Development increases, employee performance will improve; conversely, if Career Development decreases, employee performance will decrease at the Banyuasin Regency Education and Culture Office. The results of this study are consistent with the theory presented by [Robbins and Judge \(2021\)](#), including career development. Career development is an opportunity to develop oneself and participate in training to improve employee competency and work performance. This research aligns with research conducted by [Syamti, Idris and Waluyo \(2020\)](#), [Wau and Purwanto \(2021\)](#), [Larasati, Adriansyah and Rahmah \(2021\)](#), [Utama, Kirana and Subianto \(2021\)](#), [Rahmawati, Kawangung, Kurniadi & Husni \(2021\)](#), [Prayudi and Komariyah \(2023\)](#), [Marina, Saluy and Kemalasari \(2023\)](#), [Gulo and Siregar \(2024\)](#), and [Mardianty and Sari \(2025\)](#), whose research findings indicate that career development significantly impacts performance. This contrasts with the research by [Ratnasari and Sutjahjo \(2019\)](#), which found that career development had no significant impact on employee performance.

The Influence of Job Satisfaction on Employee Performance. The calculated T-value is 4.18, which is greater than 1.96, so Ho5 is rejected. This means that job satisfaction significantly influences employee performance. The results of this study indicate that increased job satisfaction will improve employee performance. Conversely, a decrease in job satisfaction will decrease employee performance at the Banyuasin Regency Education and Culture Office. These results align with [Robbins and Judge \(2021\)](#) theory, which emphasizes job satisfaction. Employees who are satisfied with their jobs, including feeling appreciated and having good relationships with coworkers and superiors, tend to perform better. Previous research conducted by [Ratnasari and Sutjahjo \(2019\)](#), [Rahmawati, Kawangung, Kurniadi & Husni \(2021\)](#), [Wau and Purwanto \(2021\)](#), [Utama, Kirana and Subianto \(2021\)](#), [Komara and Tazkia \(2023\)](#), and [Gulo and Siregar \(2024\)](#) showed a significant effect of job satisfaction on performance. This contrasts with the research conducted by [Marina, Saluy and Kemalasari \(2023\)](#), which showed that job satisfaction had no significant effect on employee performance.

5. Conclusion

It can be concluded that motivation and career development significantly influence employee performance. The Banyuasin Regency Education and Culture Office should consider motivation, career development, and job satisfaction, as these three variables significantly influence employee performance. Employee motivation can encourage employees to carry out their work in line with the objectives of the Banyuasin Regency Education and Culture Office. Career development can improve employee competency, and high job satisfaction will encourage employees to work harder to achieve the goals set by the Banyuasin Regency Education and Culture Office. The Banyuasin Regency Education and Culture Office can increase motivation, particularly related to improving working relationships to create a harmonious work environment through open communication and teamwork. Furthermore, the Banyuasin Regency Education and Culture Office should recognize and reward employee performance achievements, either through direct appreciation or specific awards, so that employees feel valued for their contributions. Leaders are also expected to improve supervision by providing clearer, more focused work instructions to facilitate better understanding. Regarding Career Development, particularly the improvement of training and development programs evenly for all employees to develop work competencies and support job satisfaction. Furthermore, leaders at the Banyuasin Regency Education and Culture Office need to clearly and openly convey career information so that employees understand available career

development opportunities. The agency also needs to implement fair and transparent performance appraisals so that all employees feel treated equally, which ultimately can increase job satisfaction. Regarding Job Satisfaction, this can be improved by adjusting the division of tasks according to employee abilities and competencies so that work can be completed more optimally. Furthermore, the Banyuasin Regency Education and Culture Office needs to provide varied work to gain new experiences and improve employee skills. Leaders are also expected to encourage good cooperation among colleagues so that they support one another in completing their work. Issues that need improvement, especially related to current working conditions, can be addressed to ensure a comfortable work environment, provide clear career-path opportunities so employees can advance, and recognize or reward employee achievements.

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