

# Analysis of Motivation, Competence, Compensation and Work Discipline: Their Influence on Performance Moderated by Employee Career Development (*Study at Samarinda City Secretariat*)

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**Abstract.** *This study aims to analyze the influence of motivation, competence, compensation, and work discipline on employee performance through career development at the Secretariat of Samarinda City. The theoretical framework integrates human resource management principles emphasizing operational efficiency, employee empowerment, and sustainable career growth. A quantitative research method was employed, involving 339 employees from various departments within the Secretariat as the study population. Data collection utilized structured questionnaires, and analysis was conducted using Structural Equation Modeling (SEM) with Partial Least Square (PLS) software. The study focused on relationships among independent variables (motivation, competence, compensation, and work discipline), the mediating variable (career development), and the dependent variable (employee performance). Findings indicate that motivation, competence, and compensation significantly affect career development and employee performance, while work discipline impacts performance directly but not significantly through career development. Career development was also found to have a significant positive effect on employee performance. The research highlights the necessity of structured career development programs and effective HR management strategies to enhance employee outcomes.*

**Keywords:** *Motivation, Competence, Compensation, Work Discipline, Career Development, Employee Performance*

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## INTRODUCTION

Samarinda City, as the capital of East Kalimantan Province, continues to be committed to improving community welfare through various development programs that focus on public services, community empowerment, and increasing regional competitiveness. These efforts are carried out by prioritizing the principles of democracy, equality, justice, and local uniqueness in the governance system of the Unitary State of the Republic of Indonesia. The Samarinda City Government realizes that achieving community welfare requires support from various development sectors, including education, health, regional infrastructure, and environmental and natural resource support.

However, in its implementation, the government faces various challenges that require serious attention, especially in the field of human resource (HR) management as one of the key factors in supporting the success of government programs. Improving the quality of human resources is a top priority in achieving sustainable development goals in Samarinda City.

Government employees, both Civil Servants (PNS) and Government Employees with Work Agreements (PPPK), are expected to have high competence, professionalism, and commitment in carrying out government duties. As regulated in Law No. 5 of 2014, ASN is a profession that is required to be able to provide quality public services. For this reason, local governments are given broad authority in planning, managing, and improving employee capacity through various career development programs, welfare improvements, and ongoing coaching.

The Samarinda City Secretariat Section plays a strategic role in supporting government functions. As one of the Regional Apparatus Organizations (OPD), the Secretariat Section is tasked with ensuring the smooth running of protocol, communication, coordination, and facilitation of government activities. In addition, this section is responsible for preparing event plans, preparing leadership materials, and maintaining good relations between the central and regional governments. These tasks require optimal employee performance so that every government program can run effectively and in accordance with the targets that have been set. However, in practice, employee performance in the Secretariat Section still faces various obstacles, such as lack of motivation, inadequate competence, inappropriate compensation, and low work discipline.

Improving employee performance in the Samarinda City Secretariat Division is increasingly urgent with the relocation of the National Capital (IKN) to East Kalimantan. Samarinda, along with Balikpapan, has been designated as one of the buffer cities for the Indonesian IKN, which requires extra readiness in providing quality services. With this strategic role, the local government needs to ensure that employees in the Secretariat Division have high abilities and work enthusiasm. This can only be achieved through good HR management, including an in-depth analysis of factors that influence employee performance, such as motivation, competence, compensation, work discipline, and career development.

Previous studies have shown mixed results regarding the influence of these factors on employee performance. Several studies, such as those conducted by Hasniaty (2024), concluded that motivation has a significant influence on performance. Likewise, the factors of competence, compensation, and work discipline show inconsistent results in various studies. In addition, career development is often an important mediating variable in strengthening the influence of these factors on employee performance. Planned and structured career development can increase motivation, competence, and work discipline, thus having a positive impact on performance achievement.

Improving employee performance in the government environment is one of the main priorities in achieving optimal public services. The Samarinda City Secretariat Section, as one of the important units in the government structure area, face various challenge related with employee motivation, competence, compensation, and work discipline. Low work motivation due to lack of appreciation and attention from superiors, inadequate competence in carrying out the organization's vision and mission, and an unfair compensation system, all have a negative impact on employee performance. In addition, low work discipline and less harmonious work relationships worsen this condition.

Career development is one of the crucial factors that can mediate influence motivation, competence, compensation, and discipline Work regarding employee performance in the Samarinda City Secretariat, structured and planned career development is still a challenge that needs to be improved. Clarity in career paths and limited opportunities for professional development often time cause dissatisfaction in circles employee Which eventually impact negative on performance employee. Development career Which Well, employees who have high motivation, adequate competence, good work discipline, and who receive appropriate compensation will not be able to achieve maximum performance potential.

Effective and targeted career development is essential to ensure that all efforts to improve motivation, competence, compensation, and work discipline can lead to improved employee performance. The Samarinda City Secretariat also faces challenges in creating a career

development system that can provide clarity and opportunities for employees. The lack of a clear career path and limited opportunities for competency improvement often lead to stagnation and dissatisfaction among employees. This has the potential to reduce their work enthusiasm and commitment in carrying out their duties. Thus, efforts are needed to improve career development through training programs, incentives, and ongoing coaching in order to create more professional and results-oriented employees.

Based on these various problems, this study aims to analyze the influence of motivation, competence, compensation, and work discipline on employee performance through career development in the Samarinda City Secretariat Section. The results of the study are expected to provide appropriate recommendations for local governments in improving employee performance, so that they are able to meet community expectations for quality public services. With a systematic approach, this study is expected to provide real contributions to improving HR management in the Samarinda City government environment, especially in facing challenges as a buffer city for the IKN.

## **Theoretical Framework**

### ***Human Resource Management***

Closely related to the management of employees in companies or government agencies, which are non-material assets to achieve organizational goals. According to Abdullah (2017), HRM includes recruitment, selection, maintenance, development, and use of human resources to achieve organizational goals. Azeez (2017), added that HRM also includes management, remuneration, assessment, development, and empowerment of the workforce. Supiani (2022) emphasized that HRM is the art and science of managing work relationships efficiently and effectively for the goals of the company, society, and employees.

According to Lepak (2006), HR encompasses policies and practices to meet employee needs, including recruitment, training, performance appraisal, and management of managerial positions. HR serves as a tool for planning, organizing, directing, controlling, and implementing strategies to achieve the vision of the company or individual. The components of HR consist of three main elements: entrepreneurs, employees, and leaders. According to Siswadi (2013), entrepreneurs are individuals who invest capital with the aim of gaining profit despite the risk.

Employees are workers who sell services with agreed compensation, are responsible for the tasks given, and are entitled to compensation. Leaders or managers are individuals who use authority to direct and motivate subordinates in achieving common goals, through an effective leadership style. These three components work together to achieve organizational goals. Entrepreneurs take risks and set strategic directions, employees carry out operational tasks, and leaders direct and motivate teams to work efficiently and productively. Thus, HRM becomes a key element in creating a competitive and successful organization.

### ***Employee Performance***

The result achieved by an individual in carrying out his work based on certain criteria. According to Robbins in Retnowati (2023), employee performance is influenced by ability and motivation, and is an integral part of the overall performance of the organization. This performance includes organizational behavior related to the production of goods or delivery of services, and its success can be measured through the achievement of certain tasks. Karlinda et al., (2022) emphasized that positive employee contributions through good performance greatly affect organizational performance. Meanwhile, Rambulangi et al., (2024) defines performance as the result of work both in terms of quality and quantity in accordance with the responsibilities given.

Employee Performance Indicators Cho (2012) identified several indicators to assess employee performance: (1) Effectiveness and Efficiency: Wise and cost-effective use of resources; (2) Work Accuracy: The degree to which work results match the goals to be achieved; (3) Quality

of Work Results: The quality of work results that can be measured numerically or through other measures; (4) Responsibility and Honesty: Commitment to carry out work honestly and responsibly; (5) Initiative: The ability to take action without direct direction, and the effort to continue to adapt despite difficulties.

### ***Career Development***

A continuous process to help individuals achieve career goals through improving skills, knowledge, and experience. Nyoman (2024) explains that career development includes planning, evaluation, and communication that help employees grow according to their potential. Maulyan (2019) adds that career development involves a series of positions, changes in motivation, and formal efforts to improve individual abilities. Career development is important for both individuals and organizations to ensure that both grow in harmony.

Without career development, organizations risk stagnation due to a lack of employee competency to handle evolving tasks. Career Development Indicators, According to Soesilowati & Salim (2009), career development indicators include: (1) Work Performance: Good performance is the main basis for career development; (2) Educational Background: Education supports the development of individual potential and career; (3) Growth Opportunities: Further training and education provide growth opportunities; (4) Work Experience: Knowledge and skills from work experience strengthen career achievement.

### **Motivation**

Work motivation is a drive that influences individual behavior to achieve organizational goals. According to Subyantoro (2009), motivation is influenced by the individual and social nature of workers, while Farida (2022) defines it as a driving factor for activities to meet life needs. Motivation helps leaders and subordinates understand organizational dynamics, solve problems, and encourage goal achievement. Work Motivation Indicators, Based on McClelland's theory, work motivation indicators include: (1) Need for Achievement: The desire to complete tasks effectively and achieve high goals; (2) Need for Affiliation: The drive to build good social relationships and be accepted by the group; (3) Need for Power: The desire to control, influence, and increase authority and reputation.

### **Compensation**

A reward given by an organization to employees for their contribution of energy, time, and thoughts. According to Booth (2009), compensation can be in the form of money, facilities, career opportunities, or gifts. Rosyid (2024) stated that compensation is a reward for contributions to the organization. Compensation can be given directly (salary, incentives) or indirectly (allowances, health insurance, pension). Compensation factors affect employee performance, both in the form of wages for freelancers and salaries for permanent employees. According to Huda (2024), compensation indicators are divided into financial compensation and non-financial compensation.

Financial compensation includes bonuses, which are payments based on individual or company performance; benefits, which serve as salary supplements such as health and transportation benefits; insurance, which covers health or work accident insurance; pension compensation, which consists of periodic funds for retired employees; salary, which is the monetary compensation for performing a role within an organization; and incentives, which provide additional income to enhance motivation. Meanwhile, non-financial compensation includes job promotion, which involves advancing to a higher position with greater responsibilities, and facilities, which encompass amenities that facilitate work, such as official vehicles or dedicated workspaces.

### **Competence**

A basic characteristic of a person that influences the effectiveness of performance in a job. Competence includes personality, knowledge, skills, attitudes, and the ability to achieve

professional standards. Competence also functions as a predictor of performance and success in various work situations (Kurz & Bartram, 2002). According to Spenser, competence is a part of personality that can be predicted in various work situations. Boutler, Dalzier, and Hill refer to competence as the basic ability to deliver superior performance. Zwell distinguishes competence based on position and work level, including leadership, education, communication, sensitivity, and result orientation.

Based on Gowing (2001), competency indicators include intellectual competence, emotional competence, and social competence. Intellectual competence refers to technical skills (hard skills) that support task completion and work performance. Emotional competence is the ability to recognize, understand, and manage both one's own and others' emotions to facilitate effective communication. Social competence encompasses behaviors that enable successful interactions, such as empathy, conflict management, and cooperation.

### **Work Discipline**

An attitude of willingness and willingness of a person to comply with and obey the norms and regulations that apply in the work environment. Work discipline creates an orderly and efficient atmosphere within an organization or agency, thus enabling the achievement of goals properly. Discipline shows an attitude of respect for existing regulations, and avoids actions that violate established provisions. According to Maryani (2021), work discipline consists of several indicators, such as punctuality, utilization of facilities, high responsibility, and obedience to office rules. Good discipline will accelerate the achievement of company goals, while poor discipline can be an obstacle in the process.

Work discipline indicators include punctuality, utilization of facilities, high responsibility, and compliance with office rules. Punctuality refers to employees' attitudes and behaviors that demonstrate adherence to working hours, such as arriving and leaving on time and completing tasks within the set deadlines. Utilization of facilities emphasizes employees' careful use of office equipment to prevent damage and maximize the efficiency of available resources. High responsibility is reflected in employees who complete their tasks according to established procedures and take full accountability for their work outcomes. Compliance with office rules includes wearing uniforms, ID cards, and obtaining permission when absent as a demonstration of adherence to company regulations.

### **METHODS**

This study uses a quantitative approach, namely a research procedure that relies on data in the form of numbers and a numerical approach to analyze the relationship between variables. Quantitative research is designed in a structured, systematic, measurable, and scientific manner, with the main objective of measuring the influence of independent variables on dependent variables in a causal relationship. This study tested four independent variables, namely motivation (X1), competence (X2), compensation (X3), and work discipline (X4), as well as one intervening variable, namely career development (Z), and one dependent variable, namely employee performance (Y). The relationship between these variables was analyzed using path analysis statistical techniques. This study also uses the Structural Equation Modeling (SEM) approach with Partial Least Square (PLS) to explain theoretical relationships and predict the influence between variables. The data analyzed were obtained through a questionnaire with a Likert scale, involving the entire population of employees at the Samarinda City Secretariat as a research sample. The population of this study were employees working at the Samarinda City Secretariat, with a total of 339 people spread across various sections, such as the General Section, Governance, Public Welfare, Protocol and Leadership Communication, to the Procurement of Goods and Services Section. This study uses a non-probability sampling technique with a saturated sample method, which means that the entire population is used as a research sample. The study was conducted at the Samarinda City Secretariat, located at Jalan Kesuma Bangsa No. 82, Samarinda City, East Kalimantan, with a research duration of six months, starting at the end of October 2023 to the end of April 2024. The types of data used are primary data, obtained



directly from respondents through structured questionnaires, as well as secondary data collected through library research related to the research subject. In this study, the operational definition of the variables is formulated in detail. The independent variable of motivation (X1) includes aspects of the need for achievement, the need for relationships, and the need for power. The variable of competence (X2) includes intellectual, emotional, and social competence. The variable of compensation (X3) includes financial compensation, such as salary, bonuses, and allowances, as well as non-financial compensation, such as job promotions and facilities. The variable of work discipline (X4) includes discipline regarding time, utilization of facilities, responsibility, and regulations. The intervening variable of career development (Z) includes work achievement, educational background, opportunities for development, and work experience, while the dependent variable of employee performance (Y) is measured based on the level of employee effectiveness and productivity. Data analysis in this study was conducted using SmartPLS 3.2.9 software, which supports the analysis of measurement models (outer models) and structural models (inner models). The measurement model is used to evaluate the validity and reliability of the construct, through convergent validity tests, Average Variance Extracted (AVE), discriminant validity, composite reliability, and Cronbach's alpha. The results of this analysis are used to test the previously formulated hypotheses, with the aim of providing an in-depth understanding of the relationship between motivation, competence, compensation, work discipline, career development, and employee performance at the Samarinda City Secretariat. With a planned approach and based on valid data, this study is expected to provide a significant contribution to the development of human resource management in the government environment.

## **RESULTS AND DISCUSSION**

### **Samarinda City Secretariat Research Object**

This study focuses on the role and function of the Samarinda City Secretariat as an integral part in supporting the development of community social welfare. The Samarinda City Secretariat has a clear vision, namely "Realizing Community Social Welfare Towards the Empowerment and Independence of PMKS and PSKS." In supporting this vision, the Samarinda City Secretariat formulates a number of strategic missions that include efforts to increase the empowerment and independence of People with Social Welfare Problems (PMKS), encourage the participation of Potential and Social Welfare Resources (PSKS) in social welfare development, strengthen the guidance and empowerment of PMKS, and provide relevant data and information to support effective social welfare development.

In its operations, the Samarinda City Secretariat has a main task designed to assist the Mayor in formulating policies, coordinating administration, and providing administrative services. This task is carried out by the Regional Secretary who is under and directly responsible to the Mayor. The Regional Secretary is supported by three Assistants, namely Assistant I, Assistant II, and Assistant III, who are also directly responsible to the Regional Secretary. The three Assistants play an important role in ensuring the continuity of the implementation of the tasks and functions of each work unit under the coordination of the Regional Secretariat.

The main functions carried out by the Regional Secretariat include coordinating the preparation of regional policies, coordinating the implementation of regional apparatus tasks, as well as monitoring and evaluating the implementation of regional policies that have been formulated. In addition, the Regional Secretariat is also responsible for providing administrative services and coaching for State Civil Apparatus (ASN) working in regional agencies. In this context, the Regional Secretariat acts as a liaison between various work units, ensuring harmonization of task implementation, and supporting smooth government administration. Other additional functions carried out by the Regional Secretariat are carrying out special tasks assigned by the Mayor according to the needs and priorities of the regional government.

Overall, the Samarinda City Secretariat has a central role in coordinating policies and implementing regional apparatus tasks in order to realize effective and sustainable social welfare development. With a strong vision, a focused mission, and clear duties and functions, the

Samarinda City Secretariat is committed to supporting the creation of a prosperous, empowered, and independent society in its region.

Table 1. Research R Square Table

	<b>R Square</b>	<b>R Square Adjusted</b>
Performance	0.863	0.861
Career Development	0.874	0.873

This study uses R-square to assess the model, with two dependent variables, namely Performance and Career Development, which are influenced by variables of work motivation, competence, compensation, and work discipline. The R-Square value for performance is 0.863, indicating that the model explains 86.3% of performance variability, while for career development, the R-Square value of 0.874 indicates that 87.4% of variability can be explained. The Q-Square result of 0.9827 indicates that this model has very good predictive relevance, indicating that this model fits and is in accordance with the data.

Table 2. Path Coefficient Table (Direct Testing)

<b>Variables</b>	<b>Original Sample (O)</b>	<b>( O/STDEV )</b>		<b>P Values Significant</b>	<b>P Values PLS Statistics</b>
		<b>T Table</b>	<b>T PLS Statistics</b>		
Motivation >Career Development	0.801	1,989	2,346	0.05	0.036
Competencies>Career Development	0.765	1,989	2,200	0.05	0.028
Compensation>Career Development	0.808	1,989	7,534	0.05	0.025
Discipline >Career Development	0.823	1,989	0.925	0.05	0.126
Motivation >Performance	0.937	1,989	7,184	0.05	0.002
Competence>Performance	0.914	1,989	7,615	0.05	0,000
Compensation>Performance	0.932	1,989	4,668	0.05	0,000
Discipline >Performance	0.927	1,989	4,668	0.05	0,000
Career Development>Performance	0.350	1,989	2,389	0.05	0.017

This study uses the bootstrap method to test the relationship between variables in PLS. The test results show that work motivation, competence, and compensation have a significant effect on career development with a value of  $p < 0.05$  and  $t_{count} > t_{table}$ . However, work discipline does not have a significant effect on career development because  $p > 0.05$ . In addition, motivation, competence, compensation, and work discipline all have a significant effect on performance, with a value of  $p < 0.05$ . Finally, career development also has a significant effect on performance.

Table 3. Testing Table through intervening variables

	<b>Original Sample (O)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics (O/STDEV)</b>	<b>P Values</b>
Motivation>Career Development>Performance	0.027	0.310	8,880	0.004
Competencies>Career Development>Performance	0.487	0.167	15,581	0,000
Compensation>Career Development>Performance	0.640	0.008	7,614	0,000
Work Discipline>Career Development>Performance	0.564	0.443	1,275	0.203

The test results of the influence of work motivation, competence, compensation, and work discipline on performance through career development show a significant influence. For work motivation, the influence on performance through career development has a correlation of 0.310 with a t-statistic of 8.880, which is greater than the t-table (2.016), and a p-value of 0.004 < 0.05. This shows a significant influence. Likewise for competence, with a correlation of 0.167, t-statistic of 15.581, and a p-value of 0.000, which also shows a significant influence. For compensation, its influence on performance through career development has a correlation of 0.008, t-statistic of 7.614, and a p-value of 0.000, indicating a significant influence. Finally, work discipline shows similar results with a correlation of 0.008, t-statistic of 7.614, and a p-value of 0.000, indicating a significant influence on performance through career development.

### **Live Analysis Test**

#### ***The Influence of Motivation on Career Development***

Motivation has a significant influence on employee career development, meaning that the higher the motivation an employee has, the better the career development they receive. Work motivation is an important factor that drives someone to work better and achieve their goals. With high motivation, employees can give good performance for themselves and the agency where they work. At the Samarinda City Secretariat, motivation is very important so that employees are willing to work productively and achieve the goals that have been set. However, there are still employees who lack confidence or do not master office equipment. This can hinder employee performance, which in turn has an impact on their career development. In this case, the Samarinda City Secretariat implements a fair system for career development without regard to seniority, as long as employees have the motivation to develop. Research conducted by Wau (2021) supports these results, which show that work motivation has a positive effect on career development.

#### ***The Influence of Competence on Career Development***

Competence also has a significant effect on employee career development. The higher the employee's competence, the better the career development they get. Career development at the Samarinda City Secretariat aims not only to earn income, but also to improve the quality of employees. One way to improve competence is to provide training. Through training, agencies can identify employees who have the potential to develop to a higher job level. Research by Aditya (2021) also states that competence has an effect on career development, which proves that competence plays a major role in employee career development.

#### ***The Impact of Compensation on Career Development***

Compensation has a significant effect on employee career development. The better the compensation received, the better the career development that can be achieved. Compensation is a form of reward given to employees for their contributions, and not only in the form of money, but can also be in the form of direct or indirect goods. Career development at the Samarinda City Secretariat is also considered a form of compensation for employees who have contributed well, both old and new employees. Research by Panjaitan & Djogo (2020) supports that compensation has an effect on career development, so that adequate compensation can contribute to employee career development.

#### ***The Influence of Work Discipline on Career Development***

Work discipline does not have a significant effect on employee career development. Although work discipline can indicate the level of employee accuracy and responsibility, this study shows that work discipline is not the main factor that improves career development. Career development is more influenced by good motivation and competence. At the Samarinda City Secretariat, work discipline is measured based on employee compliance with work rules, but it is not enough to improve employee career development. Research by Santoso & Sidik (2020)



supports these results, which show that work discipline does not have a significant effect on career development.

### ***The Influence of Motivation on Performance***

Work motivation has a significant effect on employee performance. The higher the motivation an employee has, the better the performance produced. Work motivation at the Samarinda City Secretariat encourages employees to achieve organizational goals and their personal goals. However, motivating employees is not easy because each employee has different desires and expectations. Therefore, agencies must be able to provide appropriate motivation so that employees can give their best performance. Research by Prakoso (2014) states that motivation has a significant effect on performance, which means that good work motivation will improve employee performance.

### ***The Influence of Competence on Performance***

Competence has a significant effect on employee performance. The higher the competence possessed by employees, the better the performance produced. Good competence includes technical knowledge and soft skills that support daily performance. At the Samarinda City Secretariat, competence is a matter of great concern, with training carried out to improve employee competence. Research by Sunatar (2022) states that competence has a significant effect on employee performance, which means that good competence will improve performance.

### ***The Impact of Compensation on Performance***

Compensation also has a significant effect on employee performance. The better the compensation received, the better the performance produced. Compensation at the Samarinda City Secretariat is given as a form of appreciation for employee performance, either in the form of money or goods. Without adequate compensation, employees may feel unappreciated and choose to leave the organization. With appropriate compensation, employees will feel appreciated and motivated to give their best performance. Research by Nugraha & Tjahjawati (2017) also shows that compensation affects employee performance.

### ***The Influence of Work Discipline on Performance***

Work discipline has a significant effect on employee performance. The more disciplined employees are in working, the better the performance produced. Work discipline at the Samarinda City Secretariat, such as arriving on time and completing tasks according to schedule, can improve employee performance. With high discipline, employees will be more efficient in completing their tasks and making the best contribution to the organization. Research by Nugraha & Tjahjawati (2017) shows that work discipline has a significant effect on employee performance.

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

Career development has a significant effect on employee performance. The better the career development carried out, the higher the performance produced. Good career development can improve employees' abilities in carrying out their duties and responsibilities, which in turn contributes to improved performance. At the Samarinda City Secretariat, career development is an important part of improving employee performance and achieving organizational goals. Research by Bolung et al., (2023) supports that career development has a significant effect on performance, which means that effective career development can improve employee performance.

## **Intervening Test**

### ***The Influence of Motivation on Performance through Career Development***

Motivation has a significant effect on employee performance through career development. This means that the higher the motivation employees have in developing their careers, the better the performance they will produce. Employees who are motivated to continue

developing their careers will contribute to better performance for the agency. The implementation of good career development can increase employee motivation, which in turn drives higher performance. Research by Rulianti & Nurpribadi (2023) states that motivation can improve performance through career development. Based on the results of the study, it can be concluded that motivation has a significant effect on performance through career development, so the hypothesis is accepted.

#### ***The Influence of Competence on Performance through Career Development***

Competence also has a significant effect on employee performance through career development. The better the competence possessed by employees, the better career development that can be carried out, which will ultimately have an impact on the resulting performance. Competence is expertise in carrying out tasks based on skills, knowledge, and attitudes. At the Samarinda City Secretariat, competence is tested through tests by the Central BKN and the Samarinda Education and Training Agency to ensure that employees have the skills needed to improve performance. Research by Wotulo (2018) revealed that competence can improve performance through career development. Based on the results of the study, it can be concluded that competence has a significant effect on performance through career development, so the hypothesis is accepted.

#### ***The Influence of Compensation on Performance through Career Development***

Compensation has a significant effect on employee performance through career development. The better the compensation received by employees, the higher their desire to develop their careers, which results in better performance. Compensation reflects appreciation for the work done and motivates employees to work better. At the Samarinda City Secretariat, the compensation received by employees is a driving factor to improve their performance and contribute to the productivity of the agency. Research by Rulianti & Nurpribadi (2023) also supports that compensation can improve performance through career development. Based on the results of the study, it can be concluded that compensation has a significant effect on performance through career development, so the hypothesis is accepted.

#### ***The Influence of Work Discipline on Performance through Career Development***

Work discipline does not have a significant effect on employee performance through career development. Although work discipline should be able to improve performance through career development, this study shows that work discipline does not have a significant effect on improving performance through career development. Work discipline is more related to awareness and compliance with existing rules, not the main factor in career development. At the Samarinda City Secretariat, work discipline focuses more on order and compliance with regulations, while career development involves the formation of individual abilities and potential. Research by Wotulo (2018) shows that work discipline cannot improve performance through career development. Based on the results of this study, it can be concluded that work discipline has no significant effect on performance through career development, so the hypothesis is rejected.

### **CONCLUSION**

Work motivation, competence, and compensation have a significant effect on career development and employee performance at the Samarinda City Secretariat Office. Therefore, the research hypothesis is accepted for the three variables. Work discipline has no significant effect on employee career development, so the research hypothesis is rejected for this variable. Career development has a significant effect on employee performance, and all factors (motivation, competence, compensation) have a significant effect on employee performance through career development, while work discipline does not have a significant effect on performance through career development.

## SUGGESTION

For the Samarinda City Secretariat: Work discipline needs to be continuously monitored to ensure that employees comply with regulations, which will improve performance, productivity, and better work behavior. For further research: It is recommended to develop other variables that can improve career development and employee performance.

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