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Penulis : Dr. Desy Mardianty, S.E., M.M.

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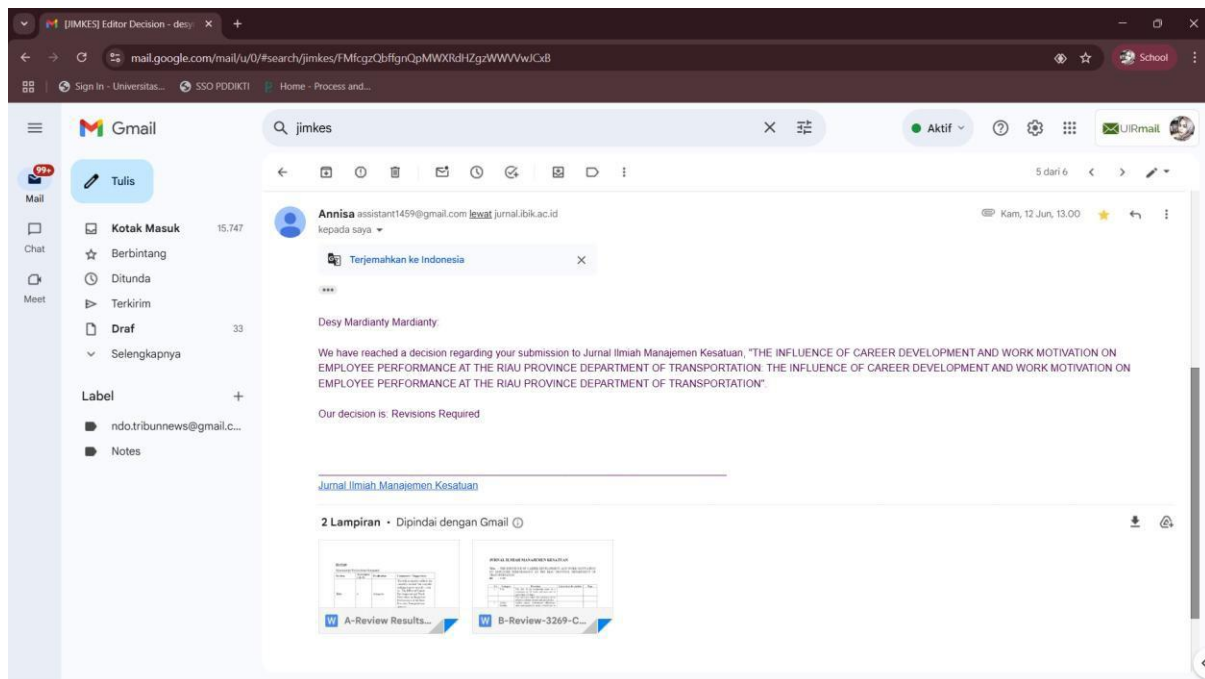
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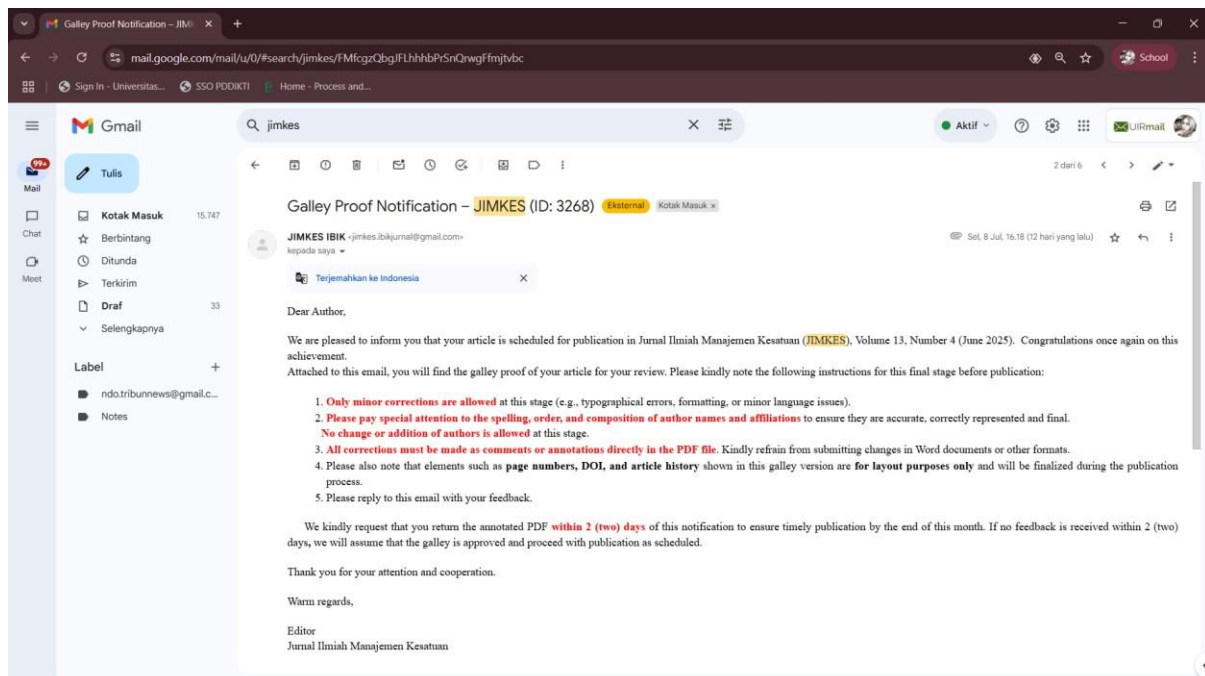
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The Effect of Career Development and Work Motivation on Employee Performance Transportation Agency

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DOI: <https://doi.org/10.37641/jimkes.v13i4.3269>

Keywords: Career Planning, Civil Servant Performance, Human Resource Management, Intrinsic Motivation, Work Motivation

ABSTRACT

Work motivation and career development are important factors that influence employee performance in government environments. This study aims to analyze the influence of career development and work motivation on employee performance Transportation Agency. The research population consisted of 124 employees, and a sample of 40 respondents was selected using purposive sampling. Data collection involved interviews, questionnaires, and documentation, utilizing both primary and secondary data. The analysis was conducted using multiple linear regression with SPSS version 26. The findings show that career development and work motivation simultaneously have a positive and significant effect on employee performance. Effective career development such as structured training, clear career paths, and skill development opportunities enhances employee motivation and responsibility, which in turn improves organizational productivity. Meanwhile, strong work motivation, whether intrinsic or extrinsic, also contributes positively to performance. When both variables are optimized together, employees tend to demonstrate higher productivity, discipline, and goal orientation. The results highlight the importance of managerial strategies in developing employee potential and sustainable organizations. *Conclusions:*

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The Effect of Career Development and Work Motivation on Employee Performance Transportation Agency

Career Development
and Work
Motivation

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ABSTRACT

Work motivation and career development are important factors that influence employee performance in government environments. This study aims to analyze the influence of career development and work motivation on employee performance Transportation Agency. The research population consisted of 124 employees, and a sample of 40 respondents was selected using purposive sampling. Data collection involved interviews, questionnaires, and documentation, utilizing both primary and secondary data. The analysis was conducted using multiple linear regression with SPSS version 26. The findings show that career development and work motivation simultaneously have a positive and significant effect on employee performance. Effective career development such as structured training, clear career paths, and skill development opportunities enhances employee motivation and responsibility, which in turn improves organizational productivity. Meanwhile, strong work motivation, whether intrinsic or extrinsic, also contributes positively to performance. When both variables are optimized together, employees tend to demonstrate higher productivity, discipline, and goal orientation. The results highlight the importance of managerial strategies in developing employee potential and sustaining motivation. Organizations, particularly in the public sector, must prioritize career development and motivational strategies to ensure consistent performance improvement and the achievement of institutional goals.

Keywords: Career Planning, Civil Servant Performance, Human Resource Management, Intrinsic Motivation, Work Motivation.

ABSTRAK

Motivasi kerja dan pengembangan karir merupakan faktor penting yang mempengaruhi kinerja pegawai di lingkungan pemerintahan. Penelitian ini bertujuan untuk menganalisis pengaruh pengembangan karir dan motivasi kerja terhadap kinerja pegawai di Dinas Perhubungan. Populasi penelitian berjumlah 124 pegawai dan sampel sebanyak 40 responden dipilih secara purposive sampling. Pengumpulan data dilakukan dengan wawancara, kuesioner, dan dokumentasi, baik data primer maupun data sekunder. Analisis dilakukan dengan menggunakan regresi linier berganda dengan SPSS versi 26. Hasil penelitian menunjukkan bahwa pengembangan karir dan motivasi kerja secara simultan berpengaruh positif dan signifikan terhadap kinerja pegawai. Pengembangan karir yang efektif seperti pelatihan yang terstruktur, jenjang karir yang jelas, dan kesempatan pengembangan keterampilan meningkatkan motivasi dan tanggung jawab pegawai, yang pada gilirannya meningkatkan produktivitas organisasi. Sementara itu, motivasi kerja yang kuat, baik intrinsik maupun ekstrinsik, juga memberikan kontribusi positif terhadap kinerja. Ketika kedua variabel tersebut dioptimalkan bersama-sama, pegawai cenderung menunjukkan produktivitas, disiplin, dan orientasi tujuan yang lebih tinggi. Hasil penelitian menyoroti pentingnya strategi manajerial dalam mengembangkan potensi pegawai dan mempertahankan motivasi. Organisasi, khususnya di sektor publik, harus memprioritaskan pengembangan karir dan

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strategi motivasi untuk memastikan peningkatan kinerja yang konsisten dan pencapaian tujuan kelembagaan.

Kata kunci: *Perencanaan Karir, Kinerja Pegawai Negeri Sipil, Manajemen Sumber Daya Manusia, Motivasi Intrinsik, Motivasi Kerja.*

INTRODUCTION

Government agencies, especially the Department of Transportation, are essentially public services for the community, which have the task and function of serving the community and creating conditions that enable each member of the community to develop their abilities and creativity in order to achieve common goals (Rasyid, 1998). The Department of Transportation is a government agency that focuses on the field of transportation, both land, sea, and air modes. Riau Province is one of the regional institutions entrusted with the authority, duties, and responsibilities to support the implementation of regional autonomy, decentralization, deconcentration, and assistance tasks in the field of transportation in Riau Province. The authority exercised by the region in an effort to manage the interests and aspirations of the community as long as it does not conflict with the public interest. The purpose of organizing regional government is to improve community welfare and public services (Malawati et al., 2023).

The quality of each individual greatly influences the achievement of the individual in carrying out their work. Where each individual has different qualities, both the quality from within the individual and the quality from outside the individual. According to Shaddiq (2023), the internal ability of an individual, namely having good communication skills and doing all work well and correctly and supported by external abilities by having a higher education will have a major influence on improving the quality of the world of work for everyone. Irpan and Shaddiq (2023) state that the influence of human resources can determine the development of a company or agency. Human resources who try their best in carrying out their work with good planning and implementation will be the key to achieving organizational goals. Dewa (2021) stated that prioritizing the development of human resources is a very important factor in achieving the goals and functions of every company or agency. Every company or agency must maintain the survival of its employees, namely by providing complete facilities, welfare, security, and comfort for its employees.

Civil servant performance not only reflects the behavior and ability of individuals in carrying out assigned tasks, but also the effectiveness of institutions in achieving public service achievements. Hasibuan (2012) stated that performance is the result of work achieved by an individual based on skills. Performance is also an indicator of employee loyalty and commitment which is important in determining the adequacy of support and rewards given by the organization. However, although performance is emphasized in public institutions, various studies show inconsistent increases in civil servant productivity, especially in local government offices (Budianto & Marlina, 2021). Sutrisno (2017) stated that career development involves a process of continuous self-improvement through education, training, and experience to meet career goals. However, empirical evidence shows that many local government institutions still face gaps in designing and implementing effective career development strategies, resulting in stagnant performance levels (Rahmawati & Utami, 2020). In addition, the interaction between career development and work motivation is still under-explored in the context of Indonesian civil servants, especially at the regional level such as the Riau Provincial Transportation Agency.

High work motivation has been shown to significantly increase employee enthusiasm, productivity, and commitment to organizational goals (Zameer et al., 2014; Shaddiq et al., 2024). Without adequate motivation, employees may fail to meet performance expectations even when they have adequate skills (Shaddiq, 2023). A critical factor influencing employee motivation in government institutions is the timely and equitable

distribution of performance benefits. Studies have shown that delays in these benefits can lead to significant morale decline, negatively impacting job performance (Saragih & Naibaho, 2022). Employee performance is also shaped by long-term factors such as career development. Effective career development, through structured training and opportunities for advancement, enhances employee competency and fosters organizational loyalty and commitment (Sutrisno, 2017; Rahmawati & Utami, 2020). Although the existing literature emphasizes the role of motivation and career growth, limited empirical studies have explored the combined effects of these two factors on performance in the context of local government institutions in Indonesia. In particular, the Riau Provincial Transportation Agency has received less academic attention, despite playing a strategic role in providing public services. This study aims to determine the influence of career development and work motivation on employee performance at the Riau Province Transportation Service.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Career Development and Employee Performance

Moehariono (2012) stated that performance reflects the extent to which an organization's programs, policies, and activities are implemented in order to achieve the goals, objectives, vision, and mission that have been set in the strategic plan. Meanwhile, according to Manihuruk and Tirtayasa (2020), performance is a work result that can be seen from the quality and value achieved by employees in carrying out their duties according to their responsibilities. Richard (2012) added that performance shows the organization's ability to achieve its goals by utilizing resources effectively and efficiently. The success of a company's performance can be seen from the performance achieved by its employees, therefore to achieve these goals employees must demonstrate optimal performance (Mustaqim et al., 2024). These results serve as a benchmark for assessing whether the work has been completed in accordance with applicable provisions (Lintang et al., 2024). Career development is one of the important factors that determines the improvement of employee performance, especially in the government bureaucracy (Khairandy & Elpanso, 2019; Isrok & Hsb, 2019; Husain, 2020; Umar et al., 2023; Yolinza & Marlius, 2023). According to Ramli and Yudhistira (2018), career development is an activity that aims to help employees plan their future careers in government agencies while encouraging optimal self-development. Kharismawati and Nugraha (2018) added that career development is a process of improving individual work abilities to achieve the desired career level. Pagawak (2022) stated that clear and structured career development can increase work motivation, work ethic, and have a direct impact on improving employee performance. Furthermore, research by Dakhi et al. (2021), Azifah and Hidayati (2022), and Fatmala et al. (2022) shows that employees who experience directed career development tend to have a higher sense of responsibility, loyalty to the organization, and increased work productivity.

H1: Career development has a significant effect on employee performance.

Work Motivation and Employee Performance

Work motivation is a key element that determines the effectiveness and performance of employees in an organization. According to Dakhi et al. (2021), work motivation is the skill of directing employees to be able to work well so that synergy is created between individual interests and organizational goals. This shows that motivation is not only related to internal drive but is also influenced by the managerial role in creating a supportive work environment. Azifah and Hidayati (2022) and Fatmala et al. (2022) state that motivation is a conscious effort to influence individual behavior to focus on achieving organizational goals.

High work motivation has an impact on increasing employee responsibility, loyalty, and commitment to the tasks assigned. Motivated employees will show high work enthusiasm, consistency in completing work, and a tendency to contribute positively to

organizational results. Conversely, low work motivation can lead to decreased productivity, delays, and failure of initiatives in carrying out tasks. Therefore, organizations need to implement managerial strategies that are able to shape and maintain employee work motivation, such as through giving awards, opportunities for self-development, and open communication. Based on this description, the following hypothesis can be proposed:

H2: Work motivation has a significant effect on employee performance.

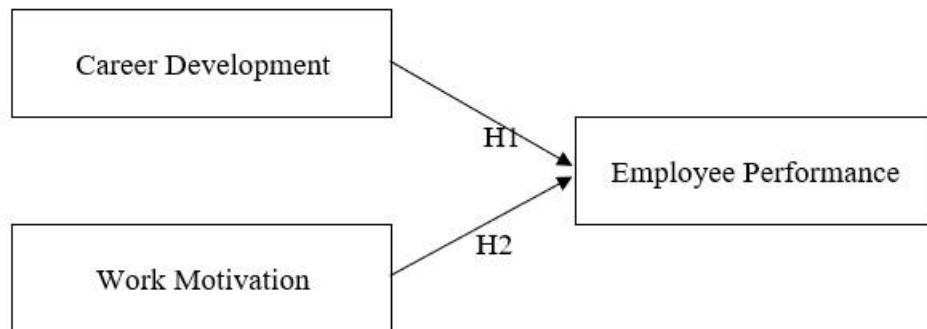


Figure 1. Research Framework

Figure 1 research framework illustrates the causal relationship between two independent variables, namely career development and work motivation, to one dependent variable, namely employee performance. Within the framework, two hypotheses are proposed. H1 states that career development has a significant effect on employee performance, indicating that opportunities for development through training, promotion, and competency enhancement can increase employee productivity and contribution to the organization. Meanwhile, H2 states that work motivation also has a significant effect on employee performance, indicating that internal drives such as job satisfaction, rewards, and personal goals play an important role in determining how optimally employees work. This framework reflects the assumption that performance improvement is not only determined by technical abilities, but also by psychological factors and organizational support systems, which interact with each other in creating a productive and effective work environment.

RESEARCH METHOD

This study uses a quantitative approach to examine the influence of career development and work motivation on employee performance at the Riau Provincial Transportation Office. A total of 40 respondents were selected using purposive samples from a population of 124 employees. The selected participants have relevant characteristics such as permanent employment status and at least two years of work experience so that they can accurately represent the target population in the context of the organization. Data collection is carried out through primary and secondary sources. Primary data was obtained using a structured questionnaire with a 5-point Likert scale, which measured perceptions related to career development, work motivation, and employee performance. The questionnaire items were designed based on indicators validated from previous research. In addition, interviews are conducted to clarify certain responses and ensure the validity of the data. Secondary data is collected from official documents such as institutional performance reports, organizational structures, and employee records.

The questionnaire was tested for validity using a correlation test ($r\text{-count} > r\text{-table} = 0.312$) and its reliability with Cronbach's Alpha (> 0.60) to ensure accurate and consistent measurement instruments. Data analysis was performed using multiple linear regression with SPSS software version 26. The data normality test was carried out using the Kolmogorov-Smirnov method to ensure that the data distribution met the requirements

of regression analysis. Hypothesis testing includes a t-test to test the partial effects of career development and work motivation on employee performance, and an F-test to test the simultaneous effects of both independent variables. Model feasibility is measured through Adjusted R Square values to determine how much independent variables contribute to variation in employee performance. All tests were performed at a significance level of 0.05 to ensure statistically significant results.

RESULT

Descriptive demographic data revealed that approximately 57.50% of the 40 respondents were predominantly male, compared to 42.50% who identified themselves as female. Furthermore, the table shows that the age level of respondents in this study was 11 respondents with an age range of 20-29 years with a percentage of 27.50%. Respondents with an age range of 30-39 years numbered 22 people with a percentage of 55%. There were 7 respondents aged 40-49 years with a percentage of 17.50%. Based on the recapitulation results finding, the respondents in this study were dominated by the age range of 30-39 years with a total of 22 respondents. Based on the table finding, it can be seen that the number of male respondents was 23 people with a percentage of 57.50%. There were 17 female respondents with a percentage of 42.50%. Based on the recapitulation results finding, the number of male respondents dominated in this study.

Table 1. Validity Test

Variable	R-Count	R-Table	Validity
Career Development (X1)	0.718	0.312	Valid
	0.570	0.312	Valid
	0.610	0.312	Valid
	0.635	0.312	Valid
	0.751	0.312	Valid
	0.797	0.312	Valid
	0.728	0.312	Valid
	0.649	0.312	Valid
	0.502	0.312	Valid
	0.651	0.312	Valid
Work Motivation (X2)	0.718	0.312	Valid
	0.812	0.312	Valid
	0.769	0.312	Valid
	0.711	0.312	Valid
	0.677	0.312	Valid
	0.693	0.312	Valid
	0.714	0.312	Valid
	0.654	0.312	Valid
Employee Performance (Y)	0.781	0.312	Valid
	0.790	0.312	Valid
	0.691	0.312	Valid
	0.789	0.312	Valid
	0.808	0.312	Valid
	0.694	0.312	Valid
	0.737	0.312	Valid
	0.732	0.312	Valid

Validity test in this study aims to determine the extent to which the instrument used can measure the variables of Career Development, Work Motivation and Employee Performance. Validity test was conducted using Pearson Product Moment correlation

analysis technique on data from 40 respondents. The test results showed that all question items on the three variables had a correlation coefficient value (r -count) greater than r -table (0.312) at a significance level of 5%. This shows that all instrument items used in the questionnaire are valid and able to measure the constructs studied accurately. Thus, the data collected through the questionnaire can be trusted for further analysis in testing the relationship between career development and work motivation on employee performance at the Riau Province Transportation Agency.

The results of the validity test in Table 1 show that all items in the Career Development (X1), Work Motivation (X2), and Employee Performance (Y) variables are declared valid because the calculated r value of each item is greater than the r table, namely 0.312. For the Career Development variable, the r value ranges from 0.502 to 0.797, indicating that all indicators can be used to measure aspects of career development reliably. Likewise, for the Work Motivation variable, the r value ranges from 0.654 to 0.812, indicating high validity for all motivation indicators measured. For the Employee Performance variable, the r value of the items is also high, between 0.691 to 0.808, indicating that all employee performance measurement items meet the validity criteria. Thus, the data collected through these indicators can be trusted for use in further analysis. These results ensure that the measurement instruments used in this study are appropriate and can reflect the actual conditions of the variables studied, so that the research results are valid and reliable. This strong validity is an important basis for interpreting the relationship between career development, work motivation, and employee performance accurately. The table finding shows that all questionnaires are valid, because the r Count value $>$ r -Table (0.312).

Table 2. Reliability Test

Variable	Cronbach's Alpha	Critical Value	Reliability
Career Development (X1)	0.855	0.60	Reliable
Work Motivation (X2)	0.866	0.60	Reliable
Employee Performance (Y)	0.890	0.60	Reliable

The results of the reliability test in Table 2 show that the Cronbach's Alpha value for each variable shows results that exceed the critical value of 0.60, which indicates that all measurement instruments used in this study are reliable. The Career Development variable (X1) has a Cronbach's's Alpha value of 0.855, which indicates a high level of internal consistency in measuring aspects of career development. The Work Motivation variable (X2) obtained a Cronbach's Alpha value of 0.866, indicating that the indicators used to measure work motivation are also very consistent and reliable. Meanwhile, the Employee Performance variable (Y) has the highest Cronbach's Alpha value of 0.890, indicating that the employee performance measurement tool has very good reliability. The high Cronbach's Alpha value in the third variable indicates that the questions or items in the questionnaire provide consistent and stable results if repeated measurements are taken on the same sample. Thus, the data obtained from this instrument can be used as a strong basis for further analysis of the relationship between career development, work motivation, and employee performance. The reliability of this instrument is important to ensure the validity of research findings and support the conclusions drawn.

The results of the normality test using the Kolmogorov-Smirnov method presented in Table 3, the significance value for all variables shows a figure greater than 0.05. The career development variable has a significance value of 0.080, the work motivation variable is 0.066, and the employee performance variable is 0.076, all exceeding the significance limit of 0.05. This shows that the data from the three variables are normally distributed. Fulfillment of this normality assumption is important in regression analysis because it ensures that the model used can provide valid and reliable results. Thus, the regression model applied in this study meets the normality criteria required for further statistical analysis. This fulfilled normality condition strengthens the reliability of the research

results and ensures that the conclusions obtained based on the regression model have good validity. Therefore, the study can be continued by using regression analysis to test the relationship between career development, work motivation, and employee performance without worrying about bias due to violations of the normality assumption.

Table 3. Kolmogorov-Smirnov Normality Test Results

Parameter	Career Development	Work Motivation	Employee Performance
N	40	40	40
Normal Parameters Mean	45.2500	35.7000	36.9750
Std.	3.25616	2.80293	2.92195
Deviation	3.25616	2.80293	2.92195
Most Extreme Absolute	0.101	0.149	0.156
Differences Positive	0.097	0.149	0.150
Differences Negative	-0.101	-0.112	-0.156
Test Statistic	0.101	0.149	0.156
Asymp. Sig. (2-tailed)	0.080	0.066 ^c	0.076 ^c

Table 4. Coefficient of Determination Test (R2) Result

Parameter	Value
R	0.736
R Square	0.599
Adjusted R Square	0.583
Std. Error of the Estimate	1.64547

The calculation results in Table 4, the Adjusted R Square value of 0.583 shows that the career development and work motivation variables together contribute 58.3% to employee performance variability. This means that more than half of the variation in employee performance can be explained by these two variables. The remaining 41.7% is influenced by other factors not included in this study. This value confirms that career development and work motivation are important factors in improving employee performance, but there are still other variables that also play a role and need to be considered in further analysis. Thus, this study provides a fairly significant picture of the influence of these two variables on performance, while opening up opportunities for exploring additional factors that can affect employee performance more comprehensively.

Table 5. T Test Result

Variable	Unst. Coef. B	Std. Coef	Std. Error	T	Sig
Constant	0.566	3.720		0.824	0.415
Career Development	0.458	0.143	0.845	5.322	0.000
Work Motivation	0.412	0.166	0.011	4.070	0.000

The t-table value in Table 5 shows $t(\alpha/2; n-k-1) = t(0.025; 37)$ is 2.026. Based on the results in the table, it is known that the career development variable (X1) has a significance value of $0.000 < 0.05$ and a calculated t value of $5.322 > t\text{-table}(2.026)$. This shows that career development has a positive and significant effect on employee performance. Meanwhile, the work motivation variable (X2) also shows a significance value of $0.000 < 0.05$ with a calculated t value of $4.070 > t\text{-table}(2.026)$, which means that work motivation has a positive and significant effect on employee performance. Thus, both career development and individual work motivation have a real contribution in improving employee performance.

Table 6. F Test Result

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	232.794	2	116.397	42.989	0.000 ^b
Residual	100.181	37	2.708		
Total	332.975	39			

The results of the study show that the data in Table 6 obtained a significance value of 0.000, which is below the threshold of 0.05, thus indicating that the career development and work motivation variables together have a significant influence on employee performance. In addition, the calculated F-value of 42.989 which exceeds the F-table of 3.23 further confirms that the two variables simultaneously have an impact on performance. In other words, an increase in career development and work motivation simultaneously can provide a positive contribution to employee performance at the Riau Provincial Transportation Agency. These results emphasize the importance of the role of human resource management in managing and developing careers and motivating employees in order to increase overall work productivity and effectiveness.

DISCUSSION

The results of the study showed that career development has a positive and significant effect on employee performance at the Riau Provincial Transportation Agency (Napitupulu et al., 2017; Silvia et al., 2019; Paais & Pattiruhu, 2020). This finding is in line with Nasution et al. (2018) and Dewa (2023) who said that the better the career development efforts made, such as training, clear career paths, and competency development opportunities, the better employee performance will be. The results of this study support the findings of Sulistio and Darmastuti (2022) and Siahaan et al. (2022), which emphasize that clear career prospects increase employee motivation, responsibility, and commitment. Similarly, Dayanti and Nurchayati (2023) and Zaini and Kurnianingsih (2022) highlighted that effective career development strategies enhance not only individual performance but also overall organizational outcomes. These findings affirm that career development is a key driver of performance as suggested by human resource development theories.

Good and targeted career development can improve employee morale, because they feel cared for and have the opportunity to develop within the organization. When employees see a clear career path and support in the form of training and competency improvement, they will be more motivated to work optimally. In addition, the results of the study show that work motivation also has a positive and significant effect on employee performance at the Riau Provincial Transportation Agency (Fadhil & Effendi, 2024; Wicaksono et al., 2024). This means that the higher the level of employee work motivation, both from within intrinsic motivation and from outside, the higher the performance shown. Nendi (2024) and Maharani and Nurhayati (2024) said that the combination of effective career development with high work motivation will encourage increased productivity, responsibility, and achievement of organizational goals more optimally and sustainably.

Good work motivation, both from internal factors such as the desire to achieve, and external factors such as awards and a supportive work environment, have a positive effect on improving employee performance at the Riau Provincial Transportation Agency. When employees feel motivated, they will be more enthusiastic, responsible, and focused in completing their tasks. Strong motivation encourages employees to work more effectively and efficiently so that organizational goals can be achieved more optimally (Gultom et al., 2024). Thus, increasing work motivation is one of the important keys in efforts to improve and maintain employee performance (Ramdhan, 2019; Sjahrudin et al., 2023). Therefore, an appropriate managerial strategy is needed to foster and maintain employee work motivation, both through providing incentives, recognition of achievements, and creating a conducive work environment that supports self-development (Ilmi & Juliana, 2023; Gandung et al., 2024).

Career development and work motivation simultaneously have a significant effect on employee performance at the Riau Province Transportation Agency. This means that increasing both variables simultaneously can encourage employee performance to be more optimal (Prabowo et al., 2018). Targeted career development provides opportunities for employees to improve their competence and professional level, while good work

motivation, both internally and externally, encourages enthusiasm and responsibility in completing tasks. When both are in harmony, employees tend to show more productive, disciplined, and result-oriented performance (Badrianto & Ekhsan, 2019; Haryono & Haryono, 2020). Therefore, it is important for organizations to pay attention to career development policies and work motivation improvement strategies as part of human resource management. Effective implementation of these two aspects will have a positive impact on achieving overall organizational goals.

CONCLUSION

Based on the research results and discussion presented finding, the conclusions in this research are as follows. Career development has a positive and significant effect on employee performance at the Riau Province Transportation Service Office. This shows that if career development at the Riau Province Transportation Service Office is good, employee performance will also increase. Good and effective career development will provide work enthusiasm for employees and have a good influence on employee performance. Work motivation has a positive and significant effect on employee performance at the Riau Province Transportation Service Office. This shows that if work motivation at the Riau Province Transportation Service Office is good, employee performance will also increase. Having good work motivation for employees, both internal and external, will influence employee performance. Career development and work motivation simultaneously have a significant effect on employee performance at the Riau Province Transportation Service Office.

This shows that if career development and work motivation at the Riau Province Transportation Service Office are good, employee performance will also increase. Further research is suggested to expand the scope of variables by considering other factors that also have the potential to influence employee performance, such as leadership, organizational culture, work environment, or individual competence. In addition, future research can use a qualitative or mixed methods approach to gain a deeper understanding of the dynamics of career development and work motivation in government agencies. Further research should consider including additional variables such as leadership style, organizational culture, work environment, and individual competencies to gain a more holistic view of the factors influencing employee performance.

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The Effect of Career Development and Work Motivation on Employee Performance Transportation Agency

Career Development
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ABSTRACT

Work motivation and career development are important factors that influence employee performance in government environments. This study aims to analyze the influence of career development and work motivation on employee performance Transportation Agency. The research population consisted of 124 employees, and a sample of 40 respondents was selected using purposive sampling. Data collection involved interviews, questionnaires, and documentation, utilizing both primary and secondary data. The analysis was conducted using multiple linear regression with SPSS version 26. The findings show that career development and work motivation simultaneously have a positive and significant effect on employee performance. Effective career development such as structured training, clear career paths, and skill development opportunities enhances employee motivation and responsibility, which in turn improves organizational productivity. Meanwhile, strong work motivation, whether intrinsic or extrinsic, also contributes positively to performance. When both variables are optimized together, employees tend to demonstrate higher productivity, discipline, and goal orientation. The results highlight the importance of managerial strategies in developing employee potential and sustaining motivation. Organizations, particularly in the public sector, must prioritize career development and motivational strategies to ensure consistent performance improvement and the achievement of institutional goals.

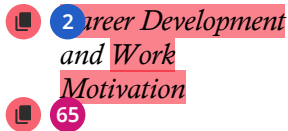
Keywords: Career Planning, Civil Servant Performance, Human Resource Management, Intrinsic Motivation, Work Motivation.

ABSTRAK

Motivasi kerja dan pengembangan karir merupakan faktor penting yang mempengaruhi kinerja pegawai di lingkungan pemerintahan. Penelitian ini bertujuan untuk menganalisis pengaruh pengembangan karir dan motivasi kerja terhadap kinerja pegawai di Dinas Perhubungan. Populasi penelitian berjumlah 124 pegawai dan sampel sebanyak 40 responden dipilih secara purposive sampling. Pengumpulan data dilakukan dengan wawancara, kuesioner, dan dokumentasi, baik data primer maupun data sekunder. Analisis dilakukan dengan menggunakan regresi linier berganda dengan SPSS versi 26. Hasil penelitian menunjukkan bahwa pengembangan karir dan motivasi kerja secara simultan berpengaruh positif dan signifikan terhadap kinerja pegawai. Pengembangan karir yang efektif seperti pelatihan yang terstruktur, jenjang karir yang jelas, dan kesempatan pengembangan keterampilan meningkatkan motivasi dan tanggung jawab pegawai, yang pada gilirannya meningkatkan produktivitas organisasi. Sementara itu, motivasi kerja yang kuat, baik intrinsik maupun ekstrinsik, juga memberikan kontribusi positif terhadap kinerja. Ketika kedua variabel tersebut dioptimalkan bersama-sama, pegawai cenderung menunjukkan produktivitas, disiplin, dan orientasi tujuan yang lebih tinggi. Hasil penelitian menyoroti pentingnya strategi manajerial dalam mengembangkan potensi pegawai dan mempertahankan motivasi. Organisasi, khususnya di sektor publik, harus memprioritaskan pengembangan karir dan

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strategi motivasi untuk memastikan peningkatan kinerja yang konsisten dan pencapaian tujuan kelembagaan.

Kata kunci: *Perencanaan Karir, Kinerja Pegawai Negeri Sipil, Manajemen Sumber Daya Manusia, Motivasi Intrinsik, Motivasi Kerja.*

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INTRODUCTION

Government agencies, especially the Department of Transportation, are essentially public services for the community, which have the task and function of serving the community and creating conditions that enable each member of the community to develop their abilities and creativity in order to achieve common goals (Rasyid, 1998). The Department of Transportation is a government agency that focuses on the field of transportation, both land, sea, and air modes. Riau Province is one of the regional institutions entrusted with the authority, duties, and responsibilities to support the implementation of regional autonomy, decentralization, deconcentration, and assistance tasks in the field of transportation in Riau Province. The authority exercised by the region in an effort to manage the interests and aspirations of the community as long as it does not conflict with the public interest. The purpose of organizing regional government is to improve community welfare and public services (Malawati et al., 2023).

The quality of each individual greatly influences the achievement of the individual in carrying out their work. Where each individual has different qualities, both the quality from within the individual and the quality from outside the individual. According to Shaddiq (2023), the internal ability of an individual, namely having good communication skills and doing all work well and correctly and supported by external abilities by having a higher education will have a major influence on improving the quality of the world of work for everyone. Irpan and Shaddiq (2023) state that the influence of human resources can determine the development of a company or agency. Human resources who try their best in carrying out their work with good planning and implementation will be the key to achieving organizational goals. Dewa (2021) stated that prioritizing the development of human resources is a very important factor in achieving the goals and functions of every company or agency. Every company or agency must maintain the survival of its employees, namely by providing complete facilities, welfare, security, and comfort for its employees.

Civil servant performance not only reflects the behavior and ability of individuals in carrying out assigned tasks, but also the effectiveness of institutions in achieving public service achievements. Hasibuan (2012) stated that performance is the result of work achieved by an individual based on skills. Performance is also an indicator of employee loyalty and commitment which is important in determining the adequacy of support and rewards given by the organization. However, although performance is emphasized in public institutions, various studies show inconsistent increases in civil servant productivity, especially in local government offices (Budianto & Marlina, 2021). Sutrisno (2017) stated that career development involves a process of continuous self-improvement through education, training, and experience to meet career goals. However, empirical evidence shows that many local government institutions still face gaps in designing and implementing effective career development strategies, resulting in stagnant performance levels (Rahmawati & Utami, 2020). In addition, the interaction between career development and work motivation is still under-explored in the context of Indonesian civil servants, especially at the regional level such as the Riau Provincial Transportation Agency.

High work motivation has been shown to significantly increase employee enthusiasm, productivity, and commitment to organizational goals (Zameer et al., 2014; Shaddiq et al., 2024). Without adequate motivation, employees may fail to meet performance expectations even when they have adequate skills (Shaddiq, 2023). A critical factor influencing employee motivation in government institutions is the timely and equitable

66 distribution of performance benefits. Studies have shown that delays in these benefits can lead to significant morale decline, negatively impacting job performance (Saragih & Naibaho, 2022). Employee performance is also shaped by long-term factors such as career development. Effective career development, through structured training and opportunities for advancement, enhances employee competency and fosters organizational loyalty and commitment (Sutrisno, 2017; Rahmawati & Utami, 2020). Although the existing literature emphasizes the role of motivation and career growth, limited empirical studies have explored the combined effects of these two factors on performance in the context of local government institutions in Indonesia. In particular, the Riau Provincial Transportation Agency has received less academic attention, despite playing a strategic role in providing public services. This study aims to determine the influence of career development and work motivation on employee performance at the Riau Province Transportation Service.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Career Development and Employee Performance

44 Moehariono (2012) stated that performance reflects the extent to which an organization's programs, policies, and activities are implemented in order to achieve the goals, objectives, vision, and mission that have been set in the strategic plan. Meanwhile, according to Manihuruk and Tirtayasa (2020), performance is a work result that can be seen from the quality and value achieved by employees in carrying out their duties according to their responsibilities. Richard (2012) added that performance shows the organization's ability to achieve its goals by utilizing resources effectively and efficiently. The success of a company's performance can be seen from the performance achieved by its employees, therefore to achieve these goals employees must demonstrate optimal performance (Mustaqim et al., 2024). These results serve as a benchmark for assessing whether the work has been completed in accordance with applicable provisions (Lintang et al., 2024). Career development is one of the important factors that determines the improvement of employee performance, especially in the government bureaucracy (Khairandy & Elpanso, 2019; Isrok & Hsb, 2019; Husain, 2020; Umar et al., 2023; Yolinza & Marlius, 2023). According to Ramli and Yudhistira (2018), career development is an activity that aims to help employees plan their future careers in government agencies while encouraging optimal self-development. Kharismawati and Nugraha (2018) added that career development is a process of improving individual work abilities to achieve the desired career level. Pagawak (2022) stated that clear and structured career development can increase work motivation, work ethic, and have a direct impact on improving employee performance. Furthermore, research by Dakhi et al. (2021), Azifah and Hidayati (2022), and Fatmala et al. (2022) shows that employees who experience directed career development tend to have a higher sense of responsibility, loyalty to the organization, and increased work productivity.

19 H1: Career development has a significant effect on employee performance.

Work Motivation and Employee Performance

Work motivation is a key element that determines the effectiveness and performance of employees in an organization. According to Dakhi et al. (2021), work motivation is the skill of directing employees to be able to work well so that synergy is created between individual interests and organizational goals. This shows that motivation is not only related to internal drive but is also influenced by the managerial role in creating a supportive work environment. Azifah and Hidayati (2022) and Fatmala et al. (2022) state that motivation is a conscious effort to influence individual behavior to focus on achieving organizational goals.

High work motivation has an impact on increasing employee responsibility, loyalty, and commitment to the tasks assigned. Motivated employees will show high work enthusiasm, consistency in completing work, and a tendency to contribute positively to

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organizational results. Conversely, low work motivation can lead to decreased productivity, delays, and failure of initiatives in carrying out tasks. Therefore, organizations need to implement managerial strategies that are able to shape and maintain employee work motivation, such as through giving awards, opportunities for self-development, and open communication. Based on this description, the following hypothesis can be proposed:

H2: Work motivation has a significant effect on employee performance.

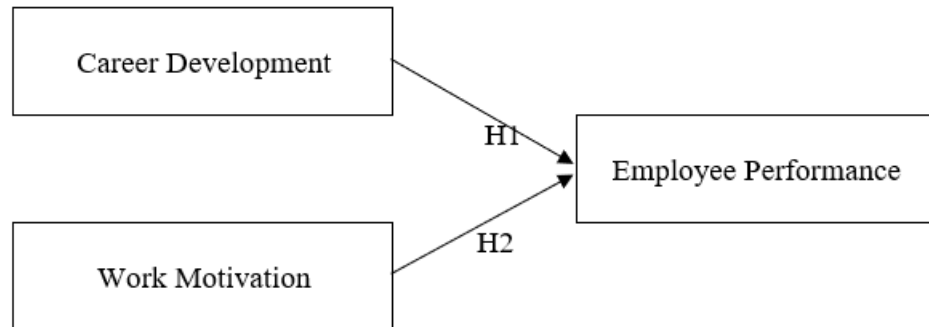


Figure 1. Research Framework

Figure 1 research framework illustrates the causal relationship between two independent variables, namely career development and work motivation, to one dependent variable, namely employee performance. Within the framework, two hypotheses are proposed. H1 states that career development has a significant effect on employee performance, indicating that opportunities for development through training, promotion, and competency enhancement can increase employee productivity and contribution to the organization. Meanwhile, H2 states that work motivation also has a significant effect on employee performance, indicating that internal drives such as job satisfaction, rewards, and personal goals play an important role in determining how optimally employees work. This framework reflects the assumption that performance improvement is not only determined by technical abilities, but also by psychological factors and organizational support systems, which interact with each other in creating a productive and effective work environment.

RESEARCH METHOD

This study uses a quantitative approach to examine the influence of career development and work motivation on employee performance at the Riau Provincial Transportation Office. A total of 40 respondents were selected using purposive samples from a population of 124 employees. The selected participants have relevant characteristics such as permanent employment status and at least two years of work experience so that they can accurately represent the target population in the context of the organization. Data collection is carried out through primary and secondary sources. Primary data was obtained using a structured questionnaire with a 5-point Likert scale, which measured perceptions related to career development, work motivation, and employee performance. The questionnaire items were designed based on indicators validated from previous research. In addition, interviews are conducted to clarify certain responses and ensure the validity of the data. Secondary data is collected from official documents such as institutional performance reports, organizational structures, and employee records.

The questionnaire was tested for validity using a correlation test ($r\text{-count} > r\text{-table} = 0.312$) and its reliability with Cronbach's Alpha (> 0.60) to ensure accurate and consistent measurement instruments. Data analysis was performed using multiple linear regression with SPSS software version 26. The data normality test was carried out using the Kolmogorov-Smirnov method to ensure that the data distribution met the requirements

of regression analysis. Hypothesis testing includes a t-test to test the partial effects of career development and work motivation on employee performance, and an F-test to test the simultaneous effects of both independent variables. Model feasibility is measured through Adjusted R Square values to determine how much independent variables contribute to variation in employee performance. All tests were performed at a significance level of 0.05 to ensure statistically significant results.

RESULT

Descriptive demographic data revealed that approximately 57.50% of the 40 respondents were predominantly male, compared to 42.50% who identified themselves as female. Furthermore, the table shows that the age level of respondents in this study was 11 respondents with an age range of 20-29 years with a percentage of 27.50%. Respondents with an age range of 30-39 years numbered 22 people with a percentage of 55%. There were 7 respondents aged 40-49 years with a percentage of 17.50%. Based on the recapitulation results finding, the respondents in this study were dominated by the age range of 30-39 years with a total of 22 respondents. Based on the table finding, it can be seen that the number of male respondents was 23 people with a percentage of 57.50%. There were 17 female respondents with a percentage of 42.50%. Based on the recapitulation results finding, the number of male respondents dominated in this study.

Table 1. Validity Test

Variable	R-Count	R-Table	Validity
Career Development (X1)	0.718	0.312	Valid
	0.570	0.312	Valid
	0.610	0.312	Valid
	0.635	0.312	Valid
	0.751	0.312	Valid
	0.797	0.312	Valid
	0.728	0.312	Valid
	0.649	0.312	Valid
	0.502	0.312	Valid
	0.651	0.312	Valid
Work Motivation (X2)	0.718	0.312	Valid
	0.812	0.312	Valid
	0.769	0.312	Valid
	0.711	0.312	Valid
	0.677	0.312	Valid
	0.693	0.312	Valid
	0.714	0.312	Valid
	0.654	0.312	Valid
Employee Performance (Y)	0.781	0.312	Valid
	0.790	0.312	Valid
	0.691	0.312	Valid
	0.789	0.312	Valid
	0.808	0.312	Valid
	0.694	0.312	Valid
	0.737	0.312	Valid
	0.732	0.312	Valid

Validity test in this study aims to determine the extent to which the instrument used can measure the variables of Career Development, Work Motivation and Employee Performance. Validity test was conducted using Pearson Product Moment correlation

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analysis technique on data from 40 respondents. The test results showed that all question items on the three variables had a correlation coefficient value (r -count) greater than r -table (0.312) at a significance level of 5%. This shows that all instrument items used in the questionnaire are valid and able to measure the constructs studied accurately. Thus, the data collected through the questionnaire can be trusted for further analysis in testing the relationship between career development and work motivation on employee performance at the Riau Province Transportation Agency.

The results of the validity test in Table 1 show that all items in the Career Development (X1), Work Motivation (X2), and Employee Performance (Y) variables are declared valid because the calculated r value of each item is greater than the r table, namely 0.312. For the Career Development variable, the r value ranges from 0.502 to 0.797, indicating that all indicators can be used to measure aspects of career development reliably. Likewise, for the Work Motivation variable, the r value ranges from 0.654 to 0.812, indicating high validity for all motivation indicators measured. For the Employee Performance variable, the r value of the items is also high, between 0.691 to 0.808, indicating that all employee performance measurement items meet the validity criteria. Thus, the data collected through these indicators can be trusted for use in further analysis. These results ensure that the measurement instruments used in this study are appropriate and can reflect the actual conditions of the variables studied, so that the research results are valid and reliable. This strong validity is an important basis for interpreting the relationship between career development, work motivation, and employee performance accurately. The table finding shows that all questionnaires are valid, because the r Count value > r -Table (0.312).

Table 2. Reliability Test

Variable	Cronbach's Alpha	Critical Value	Reliability
Career Development (X1)	0.855	0.60	Reliable
Work Motivation (X2)	0.866	0.60	Reliable
Employee Performance (Y)	0.890	0.60	Reliable

The results of the reliability test in Table 2 show that the Cronbach's Alpha value for each variable shows results that exceed the critical value of 0.60, which indicates that all measurement instruments used in this study are reliable. The Career Development variable (X1) has a Cronbach's Alpha value of 0.855, which indicates a high level of internal consistency in measuring aspects of career development. The Work Motivation variable (X2) obtained a Cronbach's Alpha value of 0.866, indicating that the indicators used to measure work motivation are also very consistent and reliable. Meanwhile, the Employee Performance variable (Y) has the highest Cronbach's Alpha value of 0.890, indicating that the employee performance measurement tool has very good reliability. The high Cronbach's Alpha value in the third variable indicates that the questions or items in the questionnaire provide consistent and stable results if repeated measurements are taken on the same sample. Thus, the data obtained from this instrument can be used as a strong basis for further analysis of the relationship between career development, work motivation, and employee performance. The reliability of this instrument is important to ensure the validity of research findings and support the conclusions drawn.

The results of the normality test using the Kolmogorov-Smirnov method presented in Table 3, the significance value for all variables shows a figure greater than 0.05. The career development variable has a significance value of 0.080, the work motivation variable is 0.066, and the employee performance variable is 0.076, all exceeding the significance limit of 0.05. This shows that the data from the three variables are normally distributed. Fulfillment of this normality assumption is important in regression analysis because it ensures that the model used can provide valid and reliable results. Thus, the regression model applied in this study meets the normality criteria required for further statistical analysis. This fulfilled normality condition strengthens the reliability of the research

results and ensures that the conclusions obtained based on the regression model have good validity. Therefore, the study can be continued by using regression analysis to test the relationship between career development, work motivation, and employee performance without worrying about bias due to violations of the normality assumption.

Table 3. Kolmogorov-Smirnov Normality Test Results

Parameter	Career Development	Work Motivation	Employee Performance
N	40	40	40
Normal Parameters Mean	45.2500	35.7000	36.9750
Std.	3.25616	2.80293	2.92195
Deviation	3.25616	2.80293	2.92195
Most Extreme Absolute	0.101	0.149	0.156
Differences Positive	0.097	0.149	0.150
Differences Negative	-0.101	-0.112	-0.156
Test Statistic	0.101	0.149	0.156
Asymp. Sig. (2-tailed)	0.080	0.066 ^c	0.076 ^c

Table 4. Coefficient of Determination Test (R²) Result

Parameter	Value
R	0.736
R Square	0.599
Adjusted R Square	0.583
Std. Error of the Estimate	1.64547

The calculation results in Table 4, the Adjusted R Square value of 0.583 shows that the career development and work motivation variables together contribute 58.3% to employee performance variability. This means that more than half of the variation in employee performance can be explained by these two variables. The remaining 41.7% is influenced by other factors not included in this study. This value confirms that career development and work motivation are important factors in improving employee performance, but there are still other variables that also play a role and need to be considered in further analysis. Thus, this study provides a fairly significant picture of the influence of these two variables on performance, while opening up opportunities for exploring additional factors that can affect employee performance more comprehensively.

Table 5. T Test Result

Variable	Unst. Coef. B	Std. Coef	Std. Error	T	Sig
Constant	0.566	3.720		0.824	0.415
Career_Development	0.458	0.143	0.845	5.322	0.000
Work_Motivation	0.412	0.166	0.011	4.070	0.000

The t-table value in Table 5 shows $t(\alpha/2; n-k-1) = t(0.025; 37)$ is 2.026. Based on the results in the table, it is known that the career development variable (X1) has a significance value of $0.000 < 0.05$ and a calculated t value of $5.322 > t\text{-table}(2.026)$. This shows that career development has a positive and significant effect on employee performance. Meanwhile, the work motivation variable (X2) also shows a significance value of $0.000 < 0.05$ with a calculated t value of $4.070 > t\text{-table}(2.026)$, which means that work motivation has a positive and significant effect on employee performance. Thus, both career development and individual work motivation have a real contribution in improving employee performance.

Table 6. F Test Result

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	232.794	2	116.397	42.989	0.000 ^b
Residual	100.181	37	2.708		
Total	332.975	39			

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The results of the study show that the data in Table 6 obtained a significance value of 0.000, which is below the threshold of 0.05, thus indicating that the career development and work motivation variables together have a significant influence on employee performance. In addition, the calculated F-value of 42.989 which exceeds the F-table of 3.23 further confirms that the two variables simultaneously have an impact on performance. In other words, an increase in career development and work motivation simultaneously can provide a positive contribution to employee performance at the Riau Provincial Transportation Agency. These results emphasize the importance of the role of human resource management in managing and developing careers and motivating employees in order to increase overall work productivity and effectiveness.

DISCUSSION

The results of the study showed that career development has a positive and significant effect on employee performance at the Riau Provincial Transportation Agency (Napitupulu et al., 2017; Silvia et al., 2019; Paais & Pattiruhu, 2020). This finding is in line with Nasution et al. (2018) and Dewa (2023) who said that the better the career development efforts made, such as training, clear career paths, and competency development opportunities, the better employee performance will be. The results of this study support the findings of Sulistio and Darmastuti (2022) and Siahaan et al. (2022), which emphasize that clear career prospects increase employee motivation, responsibility, and commitment. Similarly, Dayanti and Nurchayati (2023) and Zaini and Kurnianingsih (2022) highlighted that effective career development strategies enhance not only individual performance but also overall organizational outcomes. These findings affirm that career development is a key driver of performance as suggested by human resource development theories.

Good and targeted career development can improve employee morale, because they feel cared for and have the opportunity to develop within the organization. When employees see a clear career path and support in the form of training and competency improvement, they will be more motivated to work optimally. In addition, the results of the study show that work motivation also has a positive and significant effect on employee performance at the Riau Provincial Transportation Agency (Fadhil & Effendi, 2024; Wicaksono et al., 2024). This means that the higher the level of employee work motivation, both from within intrinsic motivation and from outside, the higher the performance shown. Nendi (2024) and Maharani and Nurhayati (2024) said that the combination of effective career development with high work motivation will encourage increased productivity, responsibility, and achievement of organizational goals more optimally and sustainably.

Good work motivation, both from internal factors such as the desire to achieve, and external factors such as awards and a supportive work environment, have a positive effect on improving employee performance at the Riau Provincial Transportation Agency. When employees feel motivated, they will be more enthusiastic, responsible, and focused in completing their tasks. Strong motivation encourages employees to work more effectively and efficiently so that organizational goals can be achieved more optimally (Gultom et al., 2024). Thus, increasing work motivation is one of the important keys in efforts to improve and maintain employee performance (Ramdhan, 2019; Sjahruddin et al., 2023). Therefore, an appropriate managerial strategy is needed to foster and maintain employee work motivation, both through providing incentives, recognition of achievements, and creating a conducive work environment that supports self-development (Ilmi & Juliana, 2023; Gandung et al., 2024).

Career development and work motivation simultaneously have a significant effect on employee performance at the Riau Province Transportation Agency. This means that increasing both variables simultaneously can encourage employee performance to be more optimal (Prabowo et al., 2018). Targeted career development provides opportunities for employees to improve their competence and professional level, while good work

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motivation, both internally and externally, encourages enthusiasm and responsibility in completing tasks. When both are in harmony, employees tend to show more productive, disciplined, and result-oriented performance (Badrianto & Ekhsan, 2019; Haryono & Haryono, 2020). Therefore, it is important for organizations to pay attention to career development policies and work motivation improvement strategies as part of human resource management. Effective implementation of these two aspects will have a positive impact on achieving overall organizational goals.

CONCLUSION

Based on the research results and discussion presented finding, the conclusions in this research are as follows. Career development has a positive and significant effect on employee performance at the Riau Province Transportation Service Office. This shows that if career development at the Riau Province Transportation Service Office is good, employee performance will also increase. Good and effective career development will provide work enthusiasm for employees and have a good influence on employee performance. Work motivation has a positive and significant effect on employee performance at the Riau Province Transportation Service Office. This shows that if work motivation at the Riau Province Transportation Service Office is good, employee performance will also increase. Having good work motivation for employees, both internal and external, will influence employee performance. Career development and work motivation simultaneously have a significant effect on employee performance at the Riau Province Transportation Service Office.

This shows that if career development and work motivation at the Riau Province Transportation Service Office are good, employee performance will also increase. Further research is suggested to expand the scope of variables by considering other factors that also have the potential to influence employee performance, such as leadership, organizational culture, work environment, or individual competence. In addition, future research can use a qualitative or mixed methods approach to gain a deeper understanding of the dynamics of career development and work motivation in government agencies. Further research should consider including additional variables such as leadership style, organizational culture, work environment, and individual competencies to gain a more holistic view of the factors influencing employee performance.

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