



ISSN : 2722-7944 (Online)

## Point of View Research Economic Development

<https://journal.accountingpointofview.id/index.php/povred>



### THE INFLUENCE OF CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE THROUGH COMPENSATION AND MOTIVATION IN THE AGRICULTURE SERVICE SORONG CITY

**Alberth Isir<sup>1</sup>; Sitti Mujahida<sup>2</sup>; Misbahuddin<sup>3</sup>**

<sup>1,2,3</sup> STIE Amkop Makassar, South Sulawesi, Indonesia

#### Abstract

The aim of the research is to determine and analyze the influence of career development on employee performance through compensation and motivation at the Sorong City Agriculture Service Office. This research was carried out at the Sorong City Agricultural Service Office and lasted for approximately 2 (two) months, namely July to September 2024. This research used a quantitative assessment method. The population in this study was all 153 employees of the Sorong City Agricultural Service Office. The sampling technique uses Saturated Sampling, where the entire population is used as the research sample, namely 153 people. The research results show that career development has a positive and significant effect on employee compensation, motivation and performance. Compensation has a positive and significant effect on employee performance and motivation has an effect on employee performance at the Sorong City Agricultural Office. The research results show that career development has a positive and significant effect on employee performance through compensation and motivation at the Sorong City Agriculture Service Office.

This is an open access article under the [CC BY 4.0 International License](https://creativecommons.org/licenses/by/4.0/)

© Point of View Research Economic Development (2024)

#### Keyword :

Career Development, Compensation, Motivation, Employee Performance

#### Email Address :

[alberthisir6@gmail.com](mailto:alberthisir6@gmail.com)

## 1 Introduction

Human resources are a very important element in a company. Failure to manage human resources can result in disruptions in the achievement of organizational goals, both performance, profit, and organizational survival. Human Resources (HR) in the context of business, are people who work in an organization which is often called employees. Human resource management according to Rachmawati (2016:1) is a policy and practice in mobilizing human resources or aspects related to management positions in human resources which include recruitment, screening, training, awarding and assessment activities.

Sendawula et al (2018) stated that the phenomenon of employee performance is a multidimensional construction and a very vital criterion to determine the success or even failure of an organization. Employees are the lifeblood of any business and are the most valuable asset of any organization, because they are able to generate or destroy the reputation of the organization and can also affect profitability (Sendawula et al, 2018). Kuruppu et al (2021) also added that employees are considered the most valuable asset of any organization because the success or even failure of the organization is mainly supported by the performance of its employees.

The performance of human resources or employees in a company is influenced by various factors including leadership, work discipline, work productivity, motivation, salary, benefits, work environment, social security,

etc. Where these factors greatly affect the performance of employees in a company. With this definition, it can be said that employees play an important role in carrying out all company activities in order to grow and develop to maintain the survival of the company.

Baard et al (2014) stated that managing employee performance is always a challenging task for managers in an organization. Therefore, to deal with such business conditions, the ability of employees is a key element for profit and effective performance in an organization (Baard et al, 2014). In the perception of Stanton and Pham (2014), a highly skilled and high-performing workforce will increase employee performance management awareness as well as the desire to improve competitiveness.

To obtain employees who have good performance, institutions need to make efforts to meet the needs of their employees. One of them is through the motivation and career development of employees According to Busro (2018:275), "career development is the process of improving individual employability achieved in order to achieve the desired career. To achieve the company's goals, it is necessary to encourage employees to be motivated, for example, given awards such as career development, promotions, and incentives for these employees. One of the strategies that must be implemented by the management is to make career planning and development for employees while they are working in the company. For some employees, career improvement is very crucial because they will know where the highest position they will achieve, so that they can continue to be motivated and continue to strive to improve their abilities and loyalty to the company.

Various kinds of problems that are often experienced by institutions are the issue of incentives, welfare benefits, and social security which are quite influential on the productivity of the employee workforce, so that employees are expected to be more professional and fully responsible for their duties, so that the institution can run smoothly and achieve the expected goals.

In addition, with welfare benefits, the relationship between employees and institutions will be well established and mutually beneficial, so that employees themselves will strive to improve work performance because they feel appreciated by the institution. According to Irma (2015:277) Allowances are a program to improve community welfare whose provision is not based on employee performance, but based on their membership as part of the organization, as well as employees who have many needs in order to be able to carry out their lives normally and to be able to work well. The welfare allowance provided by the company is a very important factor for employees to repay what employees do to the institution, employees can feel comfortable and calm for workers and members and their families which functions to improve the welfare of life.

The existence of compensation in the form of bonuses, prizes and awards will also have a positive impact on employees. Employees will feel motivated and enthusiastic in completing the tasks given and there will be employee encouragement to excel. There are several purposes of compensation, including as a bond of cooperation between the company and employees, as a means to increase employee morale and motivation, as a company strategy to maintain quality employees, and also as an appreciation by the company for employees. Research conducted by Haryono (2009), S. K. Reddy and S Karim (2013) shows that compensation has a significant positive effect on performance. And research conducted by Indriyani (2009) proves that Compensation has a significant positive influence on job satisfaction.

Job satisfaction is very important, because failure to achieve satisfaction will result in poor achievement. It is not easy to achieve job satisfaction, because if the variables that affect work include leadership, ability, financial

intensive, and non-financial incentives, social security and other aspects are running well and accepted by all stakeholders.

According to Mangkunegara (2017:117), job satisfaction is a pleasant or unpleasant condition of an employee, which is related to his work or to his condition. One of the phenomena about employee job satisfaction at the Sorong City Agriculture Office is the lack of optimal rules given to employees to be able to advance in terms of promotions and career paths, especially in the ranks of functional employees, for example, the first expert functional employee will remain in group IIIb and cannot move up to a higher class if there is no available formation of young expert functional positions.

If job satisfaction has been met, then employee performance will also increase. This is in accordance with the opinion of Al Ahmadi (2009), namely job satisfaction affects a person's performance. Each employee has different characteristics, so it is a challenge for the management to make the majority of employees in the company feel satisfied with their work, so that employees want to stay working in the institution and give their best performance. Research conducted by Tony Listianto and Bambang Setiaji (2007), Engko (2008), Purwanto and Wayuddin (2007) shows that job satisfaction is proven to have a significant positive effect on performance.

Based on the results of the researcher's observations on employee performance experienced at the Sorong City Agriculture Office. There are several factors that affect employee performance. The factor that affects performance is job satisfaction which is an individual's attitude towards his work can occur at all levels of work in an organization. Job satisfaction does not only occur for workers within the scope of manufacturing and service agencies, but can also occur in employees or employees within the scope of government agencies, even though the salary system has been standardized with standards, which are generally based on education and seniority. This payroll system is relatively different when compared to employees in private, semi-private, or family-based agencies.

The results of the researcher's observation show that the job satisfaction of employees at the Sorong City Agriculture Office is still low, this can be seen with some employees who experience lethargy at work, not because of the heavy workload, but because of the low level of satisfaction they have.

The next factor that also affects the achievement of performance, is work motivation, the aspect of work motivation is very important for employees at the Sorong City Agriculture Office. Because with work motivation, employees are able to be encouraged to work optimally.

The results of the researcher's observations show that the work motivation at the Sorong City Agriculture Office has not been so optimal, due to the lack of effective communication between management and employees so that it causes uncertainty, confusion, and dissatisfaction in the team and employees feel too much workload so that there is no balance between work and personal life, they may feel burned and lose motivation.

For organizations, the performance of each employee is expected to always improve so that organizational goals can be achieved optimally, because performance shows a relationship between achievements and employee work results in producing goods or services. Employee performance can increase if supported by the organization, there is welfare for employees, and bonuses for employees who are able to achieve good work performance, then with circumstances like this it is expected to improve employee performance. So for organizational management, employee performance needs to be considered and always improved in a directional manner so that

it can support the progress of the organization without harming the interests of the employees themselves and the most important thing is the achievement of the organization's goals.

## 2 Research Method

The design in this study uses a quantitative research method, which according to (Sugiyono, 2014) is said to be a quantitative method because this method is a scientific method because it has fulfilled the scientific principles, namely concrete or empirical, objective, measurable, rational and systematic. This method is also called the discovery method, because with this method it can be found and developed as a new science and technology. This method is called the quantitative method because the research data in the form of numbers and analysis using statistic and me-nitic focuses on hypothesis testing. The quantitative approach aims to measure data and apply statistical analysis to analyze the data. Other characteristics of the quantitative approach are the large number of samples and the structured way of collecting data. The tool used in the quantitative approach is a questionnaire that is distributed to samples from a predetermined population. This type of research uses a quantitative research methodology, namely a methodology based on data from measurement results based on existing research variables. There are two quantitative research formats based on the dominant paradigm in quantitative research methodology, namely the descriptive format and the explanatory format. In this study, quantitative research with descriptive for-mat is used, which aims to explain, summarize various conditions, various situations or various variables that arise in society that are the object of the research based on what happened. Then it raises to the surface of the character or description of the condition, situation, or variable (Bungin, 2009). The location of the research in this study is the Office of the Agriculture Office of Sorong City, West Papua Province. The research period is carried out from July to September 2024. In determining the population, it must begin by clearly determining the population that is the target of the research, that is, the so-called target population, namely the population that will be the scope of the research conclusion. So, in a research result, a conclusion is made, then according to research ethics the conclusion only applies to the target population that has been determined. In this study, the target population is all employees of the Sorong City Agriculture Office as many as 153 people. As for the sample, there is no specific limit regarding the large number of samples taken from the population, because the validity of the sample does not lie in the size or number of samples taken but lies in the characteristics of the sample whether it is close to the population or not. The sample techniques used are saturated sample techniques and saturated sample chemistry because the subjects are less than 153 people and all populations are used as research samples (Arikunto, 2013). Research instruments are measuring tools to measure the value of variables that are carefully researched in order to obtain supporting data in conducting a research. The number of instruments to be used for research depends on the number of variables to be studied. The research instruments commonly used in the study are several lists of questionnaire questions given to each respondent who are samples in the study (Lestari, 2017), namely all employees at the Sorong City Agriculture Office. To test the validity, two types of tests are needed, namely the test of validity and the test of reliability.

### 3 Result and Discussion

Based on the title of the research, the path analysis model in this study can be described as follows:

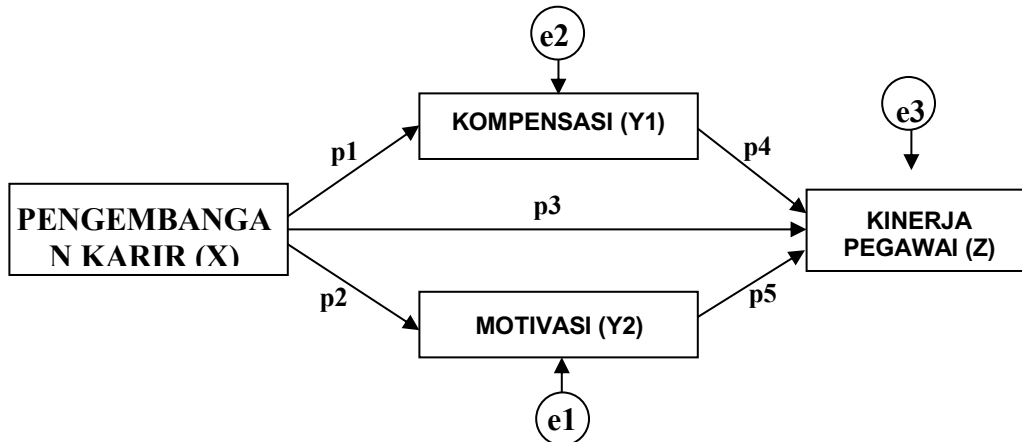


Figure 3.1

#### Path Analysis Model

Based on figure 3.1. each p value describes the path and path coefficient between variables. From the path diagram, the structural equation is also obtained, namely there is a regression test with several equations such as the following:

$$1) Y_1 = a + p_1X + e_1$$

$$2) Y_2 = a + p_2X + e_2$$

$$3) Z = a + p_3X + p_4Y_1 + p_5Y_2 + e_3$$

Information:

$Z$  = Variabel *Dependen* yaitu Kinerja Pegawai

$Y_1$  = Variabel *intervening* yaitu Kompensasi

$Y_2$  = Variabel *intervening* yaitu Motivasi

$X$  = Variabel *Independen* yaitu Pengembangan Karir

$p_1, p_2, p_3, p_4, p_5$  = Koefisien jalur

$e_1, e_2, e_3$  = error

The validity test of the research variables, especially on the indicators of the research variables depicted in the list of statements, is carried out with the aim of determining the validity or reliability of a questionnaire or questionnaire used in the research. Validity or reliability means that the questionnaire used is able to measure what should be measured. A questionnaire is said to be valid or reliable if a person's answer to the statement contained in the questionnaire is consistent or stable over time. Score each item of the question or statement by its total score, a question or statement is said to be valid if there is a strong correlation with its total score. This shows the support of the question item or statement in revealing something that wants to be revealed. This validity test is performed by comparing the item score with the total score of the question item or statement. Then, the significance test of 0.05 with a 2-tailed test by comparing the value of  $r$  calculated  $> r$  table is said to be valid, and vice versa, if  $r$  calculates  $< r$  table then it is invalid. The calculated  $r$  value is taken from the output of the SPSS Cronbach Alpha in the Correlated Item – Total Correlation column. Meanwhile, the  $r$ -value of the table is taken using the formula  $df = n-2$  (Sugiyono, 2012). The number of samples in this study was 49 respondents, which means  $df = 153-2 = 151$ , resulting in a table  $r$  value of 0.158. There is a possibility that the statement or questionnaire is not good in the arrangement of words or sentences, resulting in different interpretations. For invalid items or statements, they will be issued and not analyzed, while valid statements are forwarded to the reliability testing stage (reality test). From the results of processing questionnaire data through SPSS Version 22, it can be known the validity of each question item or statement of each variable as seen in the following table:

**Table 4.1**  
**Results of the Validity Test of Career Development Variables (X)**

| No | Item | rx <sub>y</sub> | r <sub>table</sub> | Results |
|----|------|-----------------|--------------------|---------|
| 1  | X.1  | 0.901           | 0.158              | Valid   |
| 2  | X.2  | 0.976           | 0.158              | Valid   |
| 3  | X.3  | 0.976           | 0.158              | Valid   |

*Source: Primary Data processed, 2024.*

Based on table 4.1. showed that the validity test of the 3 statement items used in the research instrument or the questionnaire for the Career Development variable (X) showed a corrected item-total correlation value above 0.158 ( $r_{table}$ ), meaning that each statement item used in the data analysis was valid. Valid means that the instrument can be used to measure the variable.

**Table 4.2**  
**Results of the Validity Test of Compensation Variables (Y1)**

| No | Item | rx <sub>y</sub> | r <sub>table</sub> | Results |
|----|------|-----------------|--------------------|---------|
| 1  | Y1.1 | 0.941           | 0.158              | Valid   |
| 2  | Y1.2 | 0.929           | 0.158              | Valid   |
| 3  | Y1.3 | 0.929           | 0.158              | Valid   |
| 4  | Y1.4 | 0.941           | 0.158              | Valid   |

*Source: Primary Data processed, 2024.*

Based on table 4.2, it shows that of the 4 statement items used in the research instrument or questionnaire to measure the Compensation variable (Y1), all of them are declared valid, which means that the measurement tool used to obtain the data is valid. Valid means that the instrument can be used to measure the variable.

**Table 4.3**  
**Results of the Validity Test of Motivational Variables (Y2)**

| No | Item | rx <sub>y</sub> | r <sub>table</sub> | Results |
|----|------|-----------------|--------------------|---------|
| 1  | Y2.1 | 0.874           | 0.158              | Valid   |
| 2  | Y2.2 | 0.904           | 0.158              | Valid   |
| 3  | Y2.3 | 0.929           | 0.158              | Valid   |
| 4  | Y2.4 | 0.789           | 0.158              | Valid   |

*Source: Primary Data processed, 2024.*

Based on table 4.3, it shows that of the 4 statement items used in the research instrument or questionnaire to measure the Motivation variable (Y2), all of them are declared valid, which means that the measurement tool used to obtain the data is valid. Valid means that the instrument can be used to measure the variable.

**Table 4.4**  
**Results of the Validity Test of Employee Performance Variables (Z)**

| No | Item | rx <sub>y</sub> | r <sub>table</sub> | Results |
|----|------|-----------------|--------------------|---------|
| 1  | Z.1  | 0.732           | 0.158              | Valid   |
| 2  | Z.2  | 0.861           | 0.158              | Valid   |
| 3  | Z.3  | 0.867           | 0.158              | Valid   |
| 4  | Z.4  | 0.732           | 0.158              | Valid   |
| 5  | Z.5  | 0.861           | 0.158              | Valid   |

*Source: Primary Data processed, 2024.*

Based on table 4.4, it shows that of the 5 statement items used in the research instrument or questionnaire to measure the Employee Performance (Z) variable, all of them are declared valid, which means that the measurement tool used to obtain the data is valid. Valid means that the instrument can be used to measure the variable.

### **The Effect of Career Development on Compensation at the Sorong City Agriculture Office**

Based on the analysis of the research findings, a regression coefficient value of 0.732 with a significance level of 0.000 was obtained, which means that it had a positive and significant effect ( $\text{Sig} < 0.05$ ) or a  $t_{\text{table}} > t_{\text{cal}}$  value ( $2.012 > 1.655$ ). Thus, it is said that Career Development has a positive and significant effect on Compensation. The magnitude of the influence of variable X on Y1 can be seen in the unstandardized coefficients beta value of 0.680 which means that every increase of one point in Career Development is able to increase the Compensation by 0.732 points.

Previous research conducted by (Ayu Nadira, 2019) shows that there is a positive and significant influence by the variable of career development with compensation. Where when career development is good, compensation can also increase.

The findings of the research at the Sorong City Agriculture Office based on career development on compensation are the concerns of direct superiors where the respondent's assessment is 4.54, which means that the leadership of the Sorong City Agriculture Office always opens access to employees to develop their careers. Where with increasing career development must always go hand in hand with compensation.

So that the results of research related to career development on compensation at the Sorong City Agriculture Office show positive and significant research results between career development and compensation at the Sorong City Agriculture Office.

### **The Effect of Career Development on Motivation at the Sorong City Agriculture Office**

Based on the findings, the regression coefficient value is 0.859 with a significance level of 0.000 which means that it has a positive and significant effect ( $\text{Sig} < 0.05$ ) or the  $t_{\text{table}} > t_{\text{cal}}$  value ( $3.703 > 1.655$ ). Thus, it is said that Career Development has a positive and significant effect on Motivation. The magnitude of the influence of variable X on Y2 can be seen in the unstandardized coefficients beta value of 0.771 which means that every increase of one point in Career Development is able to increase Motivation by 0.859 points.

From the results of research findings at the Sorong City Agriculture Office, it shows that career development with fair treatment in career is considered good in providing motivation to employees. Where the leadership of the Sorong City Agriculture Office is always fair to his subordinates regarding careers.

So that the research conducted at the Sorong City Agriculture Office showed positive and significant results between career development and employee performance at the Sorong City Agriculture Office.

### **The Effect of Career Development on Employee Performance at the Sorong City Agriculture Office**

Based on the results of the research, the value of the pathway coefficient is 0.313 Motivational Career Development with a significance level of 0.000 which means that it has no positive and significant effect ( $\text{Sig} < 0.05$ ) or the  $t_{\text{table}} > t_{\text{cal}}$  value ( $2.815 > 1.655$ ). Thus, it is said that the Career Development variable has a positive and significant effect on Employee Performance. The magnitude of the influence of variable X on Z can be seen in the standardized coefficients B value of 0.430 which means that every increase in one Career Development point is able to increase Employee Performance by 0.313 points.

In line with previous research conducted by (Nehemia Datumbanua Pengemanan, et al., 2021) shows that there is a positive and significant influence between career development and performance. Where when career development is good for employees, performance is also increasing.

The findings of research conducted at the Sorong City Agriculture Office show that providing information about various promotion opportunities to employees can certainly improve employee performance. Where the average score of the respondents is 4.54, which means that the leadership must provide opportunities for employees in promotion.

So that the research conducted at the Sorong City Agriculture Office shows positive and significant research results between career development and employee performance at the Sorong City Agriculture Office.

### **The Effect of Compensation on Employee Performance at the Sorong City Agriculture Office**

Based on the findings of the path coefficient value of 0.485 with a significance level of 0.000 which means that it has a positive and significant effect ( $\text{Sig} < 0.05$ ) or the  $t_{\text{table}} > t_{\text{cal}}$  value ( $3.376 > 1.655$ ). Thus, it is said that the Compensation variable has a positive and significant effect on Employee Performance.

The magnitude of the influence of the Y1 variable on Z can be seen in the standardized coefficients B value of 0.585 which means that every increase in one point of Compensation is able to increase Employee Performance by 0.485 points.

From the results of research findings at the Sorong City Agriculture Office, it shows that with incentives to employees, an average score of 0.54 is obtained. Where the incentives at the Sorong City Agriculture Office are in accordance with the work performance of employees. Which means that incentives are additional compensation given to employees outside of wages and salaries. Incentives are given by the agency or supervisor because the employee has succeeded in achieving the target desired by the agency or superior.

Furthermore, allowances to employees were obtained with an average score of 4.54. Where the leadership of the Sorong City Agriculture Office provides allowances in accordance with the positions occupied by employees. Which means that an allowance is a payment or service provided to employees as a complement to the basic salary, for example such as the provision of medical treatment, vacations, and others related to employees.

So that this study shows the results that there is a positive and significant influence between compensation and employee performance at the Sorong City Agriculture Office.

### **The Effect of Motivation on Employee Performance at the Sorong City Agriculture Office**

Based on the finding of a path coefficient value of 0.466 with a significance level of 0.000 which means it has a positive and significant effect ( $\text{Sig} < 0.05$ ) or a  $t_{\text{table}} > t_{\text{cal}}$  value ( $3.605 > 1.655$ ). Thus, it is said that the Motivation variable has a positive and significant effect on Employee Performance. The magnitude of the influence of the Y2 variable on Z can be seen in the standardized coefficients B value of 0.524 which means that every increase in motivation points is able to increase Employee Performance by 0.466 points.

In line with previous research conducted by (Employeeika Nandafiriska & Dessy Marhandri, 2021) shows that Motivation has a positive and significant effect on performance. Where when motivation increases, performance will increase more.

The findings of the research results at the Sorong City Agriculture Office show that with the physiological needs of employees being met, employee performance increases with an average score of 4.56. Where employees are motivated to work because the leadership of the Sorong City Agriculture Office meets daily food needs.

Furthermore, the need for employee security was obtained with an average score of 4.54. Where employees are motivated to work because the Sorong City Agriculture Office provides security guarantees at work.

So that the research on the Sorong City Office showed positive and significant results between motivation and employee performance at the Sorong City Agriculture Office.

### **The Effect of Career Development on Employee Performance through Compensation at the Sorong City Health Office**

Based on the findings of the path coefficient value of 0.355 with a significance level of 0.000 which means it has a positive and significant effect ( $\text{Sig} < 0.05$ ) or the  $t_{\text{table}} > t_{\text{cal}}$  value ( $12.898 > 1.655$ ). Thus, it is said that the Career Development variable has a positive and significant effect on Employee Performance Through Compensation. The magnitude of the influence of variable X on Z through Y1 is 0.355 points.

The findings of the research at the Sorong City Agriculture Office by providing information about various promotion opportunities to employees can certainly improve employee performance. Employees generally expect that they have access to information about various opportunities to be promoted. This access is very important, especially if the available vacancies are filled through an internal selection process that is competitive. If such access is non-existent or very limited, workers will easily assume that the principles of fairness and equality and opportunities to be considered, to be promoted, are not applied in the organization.

According to Busro (2018:275) states that "the term career development can also be called personal improvement of money made by a person to achieve a career plan". Meanwhile, according to Busro, (2018:275) stated that "Career development can be interpreted as the process of improving the ability of employees to realize their career planning.

Through compensation is an award or reward for services given by the company to its employees, both in the form of finance and goods and services so that employees feel appreciated in their work (Hasibuan, 2013).

Where the findings of the research at the Sorong City Agriculture Office are incentives for employees to get an average score of 0.54. Where the incentives at the Sorong City Agriculture Office are in accordance with the work performance of employees. Which means that incentives are additional compensation given to employees outside of wages and salaries. Incentives are given by the agency or supervisor because the employee has succeeded in achieving the target desired by the agency or superior. So that it further strengthens its influence on the performance of employees at the Sorong City Agriculture Office.

Performance is the ability to carry out tasks and achieve success standards determined by the agency to employees in accordance with the job given to each employee. (Kartini Kartono, 1992:32).

So that the findings of this study show that there is a positive and significant influence between career development and employee performance through compensation at the Sorong City Agriculture Office.

### **The Effect of Career Development on Employee Performance through Motivation at the Sorong City Agriculture Office**

Based on the findings of the path coefficient value of 0.400 with a significance level of 0.000 which means that it has a positive and significant effect ( $\text{Sig} < 0.05$ ) or the  $t_{\text{table}} > t_{\text{count}}$  value ( $15.938 > 1.655$ ). Thus, it is said that the Career Development variable has a positive and significant effect on Employee Performance Through Motivation. The magnitude of the influence of the X variable on Z through Y2 is 0.400 points.

According to Rivai (2010:291), a well-designed career development will help employees in determining their own career needs, and adjusting between employee needs and the goals of government institutions.

Through motivation is the impetus for a series of human behavior processes to achieve goals. Meanwhile, the elements contained in motivation include elements of evoking, directing, maintaining, showing intensity, continuity and the existence of goals. (Wibowo, 2015:322).

According to Wibowo (2015:7) Performance comes from the word performance. There are also those who give an understanding of Performance as the result of work or work achievement. However, performance actually has a broader meaning, not only the results of work, but also how the work process takes place from performance indicators or performance indicators, which are sometimes used interchangeably with performance measures (performance measures). But many also distinguish them. Performance measurement is related to quantitative results and working on data after the event (Wibowo 2015:56).

The results of the research findings at the Sorong City Agriculture Office show that with the physiological needs of employees being met, employee performance increases with an average score of 4.56. Where employees are motivated to work because the leadership of the Sorong City Agriculture Office meets daily food needs. So that it shows positive and significant results between career development and performance through motivation at the Sorong City Agriculture Office.

#### 4. Conclusions

Based on the results of hypothesis testing and discussion, conclusions were drawn to answer the following research objectives.

1. Career development has a positive and significant effect on:
  - a) Compensation at the Sorong City Agriculture Office
  - b) Motivation at the Sorong City Agriculture Office
  - c) Employee Performance at the Sorong City Agriculture Office
2. Compensation has a positive and significant effect on the performance of employees of the Sorong City Health Office
3. Motivation has a positive and significant effect on the performance of employees of the Sorong City Health Office
4. Career development has a positive and significant effect on employee performance through compensation at the Sorong City Agriculture Office
5. Career development has a positive and significant effect on employee performance through motivation at the Sorong City Agriculture Office

#### 5. References

- Anwar Prabu Mangkunegara, (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Rosda.
- Arikunto, S. (2016). *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- Al-Ahmadi, H. (2009). Factor Affecting performance of Hospital Nurses in Riyadh Region, Saudi Arabia. *International Journal of Health Care Quality Assurance*, Vol.22, No. 1, pp. 40-54
- Bohlander, G.W., & Snell Scott A. (2013). *Managing Human Resources*. 16 th Edition. Canada :South-Western Cengage Learning.

- Baard, S. K., Rench, T. A. dan Kozlowski, S. W. J. (2014). Adaptasi Kinerja: Integrasi dan Tinjauan Teoritis, *Jurnal Manajemen*, 40 (1), hlm. 48–99. doi: 10.1177/0149206313488210.
- Citraningtyas, N., & Djastuti, I. (2017). Pengaruh pelatihan dan lingkungan kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening (Studi Pada Karyawan Hotel Megaland Solo ), 6, 1–11.
- Creswell, J. W. (2010). *Research Design: Pendekatan Kualitatif, Kuantitatif, dan Mixed*. Yogyakarta: PT. Pustaka
- Dessler, G. (2008). *Manajemen Sumber Daya Manusia*. Edisi kesepuluh. Jakarta : PT. Mancanan Jaya Cemerlang.
- Duha, T. (2018). *Perilaku organisasi*. Yogyakarta: Deepublish.
- Dewi (2012). Pengaruh Pengendalian Internal Dan Gaya Kepemimpinan Terhadap Kinerja Karyawan SPBU Yogyakarta (Studi Kasus Pada SPBU Anak Cabang Perusahaan RB. Group). *Jurnal Nominal*, Volume I Nomor I.
- Dharma, Suya, (2018), *Manajemen Kinerja*, Yogyakarta: Pustaka Pelajar
- Engko, Cecilia. (2008). Pengaruh Kepuasan Kerja Terhadap Kinerja Individual Dengan Self Esteem dan Self Efficacy Sebagai Variabel Intervening. *Jurnal Bisnis dan Akuntansi* Vol. 10, No. 1, April.
- Fahmi, Irham. (2017). *Manajemen Sumber Daya Manusia*. Bandung : Alfabeta
- Ghozali, Iman. (2011). *Aplikasi Analisis Multivariate Dengan Program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hasibuan, Malayu S.P, (2009). *Manajemen Sumber Daya Manusia*. Jakarta:PT Bumi Aksara.
- Hasibuan, M. S, (2001). *Manajemen Sumber Daya Manusia*. PT Bumi Aksara.
- Hasibuan, M. (2013). *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara.
- Handoko, Hani T, (2011). *Manajemen Personalial dan Sumber Daya Manusia*, Edisi Kedua. Yogyakarta: BPFE Yogyakarta
- Hamalik, O. (2001). *Budaya Kerja dalam Perusahaan*. Jakarta: Kencana
- Haryono. (2009). Pengaruh Karakteristik Pekerjaan Dan Kompensasi Terhadap Kinerja Pegawai Dengan Mediasi Motivasi Kerja (Studi Pada Pegawai Badan Pelaksana Penyuluhan Pertanian, Perikanan dan Kehutanan Kabupaten Batang. Tesis Tidak Dipublikasikan, Program Pascasarjana Magister Manajemen, Universitas Stikubank Semarang.
- H. Hadari Nawawi, (2003); *Manajemen Sumber Daya Manusia Untuk Bisnis Yang Kompetitif*, Cetakan ke-7, Gadjah Mada University Press, Yogyakarta.
- Heidjrachman Ranupandojo, Suad Husnan, (2002). *Manajemen Personalial*. BPFE UGM, Yogyakarta.

- Hasibuan. (2014). Pengaruh Stress Kerja & Komitmen Organisinal Terhadap Kinerja Karyawan Pada PT. Bangun Bali
- Indriyani, L. (2009). Analisis Pengaruh Kompensasi dan Lingkungan Kerja Terhadap Produktivitas Kerja Perawat Dengan Kepuasan Kerja Sebagai Variabel Mediasi. *Jurnal Ekonomi Manajemen Akuntansi*, (26), 117-127.
- Jonathan Sarwono. (2007). Analisis Jalur untuk Riset Bisnis dengan SPSS. Yogyakarta: Andi Offset.
- Kasmir. (2016). Manajemen Sumber Daya Manusia (Teori dan Praktik). Depok: PT Rajagrafindo Persada
- Koesmono, H. Teman (2005) Pengaruh Budaya Organisasi Terhadap Motivasi dan Kepuasan Kerja serta Kinerja Karyawan Pada Sub Sektor Industri Pengolahan Kayu Skala Menengah Di Jawa Timur. *Jurnal Manajemen & Kewirausahaan*, Vol. 7, No. 2,; 171-188.
- Kartono, Kartini, (1992), *Pathologi sosial 2 ( kenakalan remaja)*. Jakarta: Raja Grafindo Persada.
- Mangkunegara A.Prabu, (2009). *Perencanaan dan Pengembangan Sumber Daya Manusia*. Bandung: Refika Aditama.
- Mangkunegara, A.P. (2008). *Perencanaan dan Pengembangan Sumber Daya Manusia*. Bandung: Refika Aditama.
- Mathis, R.L., Jackson, J.H. (2002). *Manajemen sumber daya manusia*. Jakarta: Salemba Empat.
- Marwansyah. (2014). *Manajemen Sumber Daya Manusia*. Edisi ketiga. Alfabeta, Bandung.
- Mondy, R. (2014). *Human Resource Management. Thirteenth Edition*. South Western: Cengage Learning.
- Mondy, R. Wayne (2008). *Manajemen Sumber Daya Manusia*, Erlangga, Jakarta.
- Nitisemito. (1996). *Akuntansi Manajemen Informasi Untuk pengambilan Keputusan Strategis*. Jakarta: Erlangga
- Mathis, R.L & J.H Jackson. (2006). *Human Resource Managmeent: Manajemen Sumber Daya Manusia*. Terjemahan Dian Angelia. Jakarta: Salemba Empat
- Munafiah, Siti. (2011). Pengaruh Kompensasi dan Supervisi terhadap Kinerja Karyawan (Studi Kasus pada PT. Industri Sandang Nusantara Unit Patal Secang). Skripsi. FE Universitas Negeri Yogyakarta.
- Munie. (2005). *Manajemen Kinerja*. Jakarta: Ghalia Indonesia.
- Mathis, Robert L. dan John H. Jackson. (2012). *Manajemen Sumber Daya Manusia*, Jakarta: Salemba Empat.
- Murti dan Hudiwinarsih. 2012. Pengaruh Kompensasi, Motivasi dan komitmen Organisasi Terhadap Kinerja Karyawan Bagian Akuntansi Studi Kasus Pada Perusahaan Manufaktur di Surabaya. ISSN 2086-3802, volume 2 STIE Perbanas Surabaya
- Noe, R.A., Hollenbeck, J. R., Gerhart, B., Wright, P. (2000). *Human Resource Management: Gaining A Competitive Advantage*. Mc GrawHill. USA

- Notoatmodjo, Soekidjo. (2015). Pengembangan Sumber Daya Manusia. Jakarta: Rineka Cipta
- Okechukwu, W. (2017). Influence of Training and Development , Employee Performance on Job Satisfaction Among the Staff of School of Technology Management and Logistics ,. Journal of Technology Management and Business, 4(1), 1–16.
- Purwanto, M. Ngalin. (2007). Psikologi Pendidikan. Bandung: PT Remaja Rosdakarya
- Panggabean, S., Mutiara. (2004). Manajemen Sumber Daya Manusia. Bogor: Ghalia Indonesia.
- Prawirosentono. (2008). Manajemen Sumber Daya Manusia “Kebijakan. Kinerja Karyawan”. Yogyakarta: BPFE.
- Pratiwi, Lian Cantika Dwi, (2016). Pengaruh Kompetensi Motivasi Kerja dan Kompensasi Terhadap Kinerja Karyawan Bank Muamalat dan BNI Syariah Cabang Jember dan Banyuwangi. Skripsi. Jember: Fakultas Ekonomi Universitas Jember
- Reddy, S. K., & Karim, S. (2013). Impact of incentive schemes on employee performance: a case study of Singareni Collieries Company Limited, Kothagudem, Andhra Pradesh, India. Science, Technology and Arts Research Journal, 2(4), 122-125.
- Rivai, V (2009). Manajemen Sumber Daya Untuk Perusahaan, Jakarta: PT. Rajagrafindo Persada.
- Robbins, P. Stephen. (2006). Perilaku Organisasi. Edisi Sepuluh. Diterjemahkan oleh: Drs. Benyamin Molan. Erlangga, Jakarta.
- Rivai, V. (2004). Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik. PT Raja Grafindo Persada: Jakarta
- Stanton, P. and Pham, H. T. (2014) ‘Managing employee performance in an emerging economy: perceptions of Vietnamese managers’, Asia Pacific Business Review, 20(2), pp. 269–285. doi: 10.1080/13602381.2013.825975.
- Siagian, Sondang P. (2006). Manajemen Sumber Daya Manusia. Penerbit: Bumi Aksara, Jakarta
- Sendawula, K. et al. (2018). Training, employee engagement and employee performance: Evidence from Uganda's health sector, Compelling Business and Management, 5(1), pp.1–12. doi: 10.1080/23311975.2018.1470891.
- Stephen P. Robbins and Timothy A. Judge. (2008). Perilaku Organisasi Edisi 12 Buku 1. Terjemahan: Diana Angelica, Ria Cahyani dan Abdul Rosyid. Jakarta: Salemba Empat.
- Sastrohadiwiryo, S. (2012). Manajemen Tenaga Kerja Indonesia Pendekatan Administrasi dan Operasional. Jakarta: Bumi Aksara.
- Simamora, H. (2015). Manajemen Sumber Daya Manusia, Edisi ke III, Yogyakarta, STIE YKPN.
- Suparyadi, H. (2015). Manajemen sumber daya manusia: Menciptakan keunggulan bersaing berbasis kompetensi SDM. Yogyakarta

- Sugiyono. (2016). Metode Penelitian Kuantitatif, Kualitatif dan R&D. Bandung: PT Alfabet.
- Sugiyono. (2017). Statistika Untuk Penelitian. Bandung: Penerbit Alfabeta. In Jurnal Akutansi.
- Tony Listianto dan Bambang Setiaji. (2007). Pengaruh Motivasi, Kepuasan, Dan Disiplin Kerja Terhadap Kinerja Karyawan (Studi Kasus di Lingkungan Pegawai Kantor PDAM Kota Surakarta).
- Wibowo. (2015). Manajemen Kinerja. Jakrta: Rajawali Pers.
- Wirawan. (2013). Kepemimpinan. Jakarta: PT Raja Grafindo Persada.