

Employee Performance is Assessed in Terms of Motivation, Compensation, Work Environment, and Career Development

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ABSTRACT

This study aims to analyze the influence of motivation, compensation, work environment, and career development on employee performance in Serengan District, Surakarta City. The research method used is a quantitative approach with data collection techniques through questionnaires distributed to 40 respondents who are State Civil Apparatus (ASN) in Serengan District. Data analysis techniques used include classical assumption tests, multiple linear regression, t-tests, F-tests, and coefficient of determination (R^2) with the help of the SPSS 26.00 for windows program. The results of the study indicate that all independent variables, namely motivation, compensation, work environment, and career development, have a positive and significant effect on employee performance, both partially and simultaneously. The compensation variable has the most dominant influence on employee performance. The results of the coefficient of determination test show that 53.7% of employee performance variations can be explained by these four variables, while the remaining 46.3% is influenced by other variables outside this study. Increasing motivation, providing appropriate compensation, a conducive work environment, and targeted career development can improve employee performance in Serengan District, Surakarta City.

Keywords: *Employee Performance, Motivation, Compensation, Work Environment and Career Development*

INTRODUCTION

Bureaucratic reform is being continuously implemented in the Indonesian government. The goal of bureaucratic reform is to improve the government administration system to make it more effective, efficient, transparent, and accountable. This reform is an important step to address various bureaucratic problems such as slow service delivery, corrupt practices, and low quality of apparatus performance. With the issuance of Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025, bureaucratic reform began in 2010. The legal framework that regulates the implementation of the Indonesian bureaucratic reform program from 2010 to 2025 is Presidential Regulation (Perpres) Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025. As a guideline for Ministries/Institutions (K/L), City Governments (Pemkot), and Regional Governments (Pemda) in preparing the Bureaucratic Reform Roadmap, this regulation outlines the vision, mission, goals, and targets of bureaucratic reform. The hope for a better bureaucracy, particularly its apparatus, is no longer the sole demand for bureaucratic reform from all levels of society. The first wave of bureaucratic reform has successfully built the political, legal, and economic foundations of Indonesian democracy and is now a top priority for

government officials. Many believe that bureaucratic reform still lags far behind political, economic, and legal reforms, despite the various improvements to the state system that have been implemented to achieve good governance. To achieve clean government and good governance, the government continues to emphasize bureaucratic reform.

The government administration system is being reorganized through bureaucratic reform, which is not only effective and efficient but also a key factor in improving the performance of all ASN (State Civil Apparatus) in Indonesia. Performance-oriented Civil Service resources are a primary concern. Effective public sector reform will be easier to implement if implemented correctly. For bureaucratic reform programs to be successful, attention must be paid to improving human resource capabilities.

In the face of globalization and demands for bureaucratic reform, public sector organizations are required to improve the quality of public services. One of the main factors determining the success of these services is employee performance. Optimal employee performance will support the effective and efficient achievement of organizational goals, particularly in sub-district-level government agencies that play a direct role in providing administrative services to the public.

As the spearhead of regional government, sub-districts have a significant responsibility to provide fast, accurate, and high-quality public services. Therefore, the quality of employee performance in sub-districts is a crucial aspect to consider. However, in practice, various issues related to employee performance persist, such as lack of work motivation, dissatisfaction with compensation, an unsupportive work environment, and limited career development opportunities.

Human Resource Management studies show that employee performance is influenced by various factors, including motivation, compensation, the work environment, and career development. Work motivation is an internal and external force that influences employees' enthusiasm and desire to carry out their duties. Fair and appropriate compensation will increase job satisfaction and encourage employees to perform optimally. Furthermore, a conducive work environment, both physical and non-physical, can create a comfortable work atmosphere and support productivity. Meanwhile, career development provides opportunities for employees to improve their competencies and achieve higher levels of achievement, which ultimately impacts performance improvement.

Performance is the goal of completing tasks and demonstrating the results of those tasks. Organizations employ various methods to encourage employee performance to generate profits. Employee career development, professionalism, competence, and motivation are some of the factors that significantly influence employee performance (Saharso & Sundari, 2023). Performance is the outcome achieved by an individual in completing assigned tasks, which is determined by time, ability, experience, and dedication. To achieve better work results, a company or institution must improve its employees' performance. Factors that can influence employee performance include work motivation, compensation, a workload

commensurate with education and abilities, and career development opportunities. All of these factors will undoubtedly improve employee performance (Widayati et al., 2023).

Employee performance is an important component of how well an organization or company achieves its goals. Consequently, employee performance can impact the organization's overall performance. If employee productivity increases, company goals will be more easily achieved. Conversely, if employee productivity decreases, the opposite will occur. (Surya & Anggarini, 2024). Putri et al., 2024, there are 6 indicators of employee performance, namely: (1). Quality of work (2). Quantity (3). Punctuality (4). Effectiveness (5). Independence (6). Commitment to work.

Employee performance has a significant impact on a company's success. Employee performance is a key factor influencing the quality of a company. Employee performance determines the company's success year after year. High performance positively impacts both employee and company performance. Low performance contributes to a company's inability to develop employees according to organizational standards and achieve its goals. This can become a barrier for the company if employee performance is not addressed promptly (Pramiasti & Suryawiryan 2023). Serengan District employee performance reflects the results achieved by employees in carrying out their administrative and community work.

Performance is a translation of performance, meaning the results of an employee's work, a management process, or an organization as a whole. These results must be demonstrated concretely and measurably, compared to predetermined standards (Sutama et al., 2023). Work motivation is the driving force that drives individuals to perform or not perform tasks, both internally and externally (Putri et al., 2024).

Employee performance can be improved through encouragement or motivation. Proper motivation fosters a person's work ethic, enabling them to collaborate effectively and combine all their efforts to achieve job satisfaction. In this context, motivation can be a reason or support for a person's actions, enabling that person to work hard and enthusiastically to achieve the best results (Pramiasti & Suryawirawan, 2023). Good and reliable human resources will be achieved if employees are consistently motivated. Motivation significantly impacts employee performance because it is a driving factor that arises within the individual to be enthusiastic about working and produce maximum and quality performance (Syamti et al., 2020). Therefore, in increasing employee motivation to achieve the institution's vision and mission, leaders must consistently pay attention to factors that stimulate motivation to maintain employee enthusiasm. Motivation is a crucial part of organizational management. Every member of an organization must possess good motivation so that the organization can achieve its goals effectively and efficiently. The strength of an individual's motivation in an organization will largely determine the quality of their behavior, both in the context of learning, working, and other aspects of daily life. Motivation is an inner state that causes an individual to behave in a way that ensures the achievement of a goal. In other words, motivation explains why

people act the way they do. The better leaders in an organization understand the behavior of their subordinates, the more able they are to influence and motivate them to be more consistent with achieving organizational goals (Larosa et al., 2022). Work motivation drives employees to be active and serious in carrying out their duties. Providing motivation is the right foundation for fostering a sense of work discipline. Work motivation provided by a company is one way to influence subordinates to improve the quality of their work, thereby achieving goals and increasing employee performance from resources. (Lestari et al., 2024).

Compensation is everything employees receive in return for their work. The purpose of providing compensation is to help employees meet needs beyond the need for a sense of fairness, as well as to increase employee motivation in completing tasks for which they are responsible. Compensation is all forms of financial return, tangible services, and benefits received by employees as part of the employee relationship. Compensation is all income in the form of money, goods, directly, or indirectly received by employees in return for services rendered to the company. Compensation is the total income given to employees as an appreciation for their contributions to the organization, both financial and non-financial (Ichsan et al., 2024). The amount of compensation will improve employee performance. Conversely, if the compensation provided by the company to employees is insufficient or inadequate, the impact on the company is that employee performance will decline. Compensation provided to employees can stimulate work enthusiasm, thereby improving the quality of work for its employees. Every time employees work, they must review the company's standard operating procedures (SOPs). Having good SOPs allows them to work according to directions, be more organized, and avoid misconduct within the company. (Prabandari et al., 2023). Compensation is one way to foster work enthusiasm. Employees who are passionate about their work easily improve their performance.

In addition to motivation and compensation, the work environment also influences employee performance. According to Sunarsi et al. (2020), the work environment is always directly related to employees, as it is where employees complete tasks assigned by a company. The work environment is a fundamental component that can improve the quality of work productivity. The work environment encompasses the social, physical, and psychological life within an institution, which can influence employee performance. The work environment is a crucial factor in determining whether employee performance is good or bad (Ahmad et al., 2022).

An ideal work environment allows employees to concentrate and perform better. Conversely, overwork can harm employees' physical health and reduce productivity (Surya & Anggarini, 2024). A conducive environment requires a conducive atmosphere, proper arrangement of various equipment and work supplies, and a conducive atmosphere among employees to facilitate production processes and work completion. (Iis et al., 2022) state that a conducive and supportive work environment will influence employee performance in achieving organizational goals. A conducive work environment provides a sense of security and facilitates optimal

work performance. The work environment can influence employee emotions in carrying out their assigned tasks, thus affecting company performance.

Factors such as a supportive work environment or the existing workspace conditions can hinder employees' progress and improve their work. Leaders must be able to analyze the distribution of workloads according to each employee's capacity when allocating tasks. This is crucial because if not done diligently, the workload will be insufficient, resulting in work not being optimally completed, which can impact the service provided by the company (Surya & Anggraini, 2024).

Career development plays a crucial role in improving employee performance, ensuring that career development not only benefits the organization but also provides employees with positive outcomes from their work. Career development is a condition that indicates an increase in a person's status within an organization along a predetermined career path (Mariska et al., 2023). Motivation alone is not sufficient to improve employee performance. Career security is essential, as it enhances organizational loyalty and, in turn, fosters motivation. Career security, in the form of career development, fosters job stability, which in turn fosters a genuine work ethic. Employees strive to achieve their planned career goals (Syamti et al., 2020).

Serengan District employees in Surakarta City, as an element of the state apparatus that constitutes human resources, have a very strategic role in carrying out government duties in the service sector. Facing these problems, the role of human resources in Serengan District becomes important. The figure of employees who are expected to be able to play this role is an employee who has performance, motivation, competence, has a high spirit of professionalism, noble character, and is aware of their responsibilities as a public servant and a public servant. However, sometimes employee performance is low, then employee morale also decreases. Some conditions that are often seen include: employees come only to fulfill attendance obligations, lack of initiative in working, work is often postponed, services to the public are slow, employees are less enthusiastic about participating in office programs or activities, employees feel that their income does not match the workload, work facilities are inadequate, relationships between employees are less harmonious, training opportunities are still limited. These things can result in decreased performance, low discipline, and less than optimal public service. Therefore, there needs to be motivation from leaders and fellow coworkers to improve employee performance, compensation that is appropriate to the position and workload, a good and harmonious work environment, and career development that is appropriate to the position and daily tasks.

Serengan District covers an area of approximately 3.08 square kilometers, encompassing various residential areas, offices, and public facilities. According to the latest data from 2025, Serengan District had a population of approximately 54,751, with 27,902 females and 26,849 males.

RESEARCH METHODS

This research uses a quantitative descriptive approach. In this quantitative descriptive research, the author focuses on organizational culture, competence, motivation, and work environment on employee performance in Serengan District, Surakarta City. This research is used to see the influence of motivation, compensation, work environment, and career development on employee performance in Serengan District, Surakarta City by collecting data using questionnaires, observation, and documentation. This research was conducted at the Serengan District Office located at Jl. Veteran No. 271, Surakarta. The time required for this research is 6 months, starting from September 1, 2025 to February 28, 2026, starting from observation to the preparation of data results and research conclusions. The determination of the research schedule takes into account that during that month there were no employee transfers within the Surakarta City government.

The population in this study were 40 employees of Serengan District. The sample taken in this study was 40 employees of Serengan District. The sampling technique used in this study was saturated sampling. The sample used was employees of Serengan District, Surakarta City. The variables used in this study consisted of 2 variables, namely the independent variable (X) and the dependent variable (Y). The independent variables consisted of motivation (X1), compensation (X2), work environment (X3), career development (X4) and the dependent variable was employee performance (Y).

After the data tabulation is carried out, the data is processed using a multiple linear regression analysis tool with the following regression formula:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Information :

Y =Employee performance

α = Constant

$\beta_1, \beta_2, \beta_3$ = Coefficient of magnitude of regression/influence

X1 =Motivation

X2 =Compensation

X3 =Work environment

X4 = Career Development

e = error

RESULTS AND DISCUSSION

Multiple Linear Regression

Table 1. Multiple Linear Regression Results

Variables	Regression Coefficient
Constant	1,056
Motivation	0.227
Compensation	0.272
Work environment	0.220

Source: secondary data processing

The multiple linear regression equation obtained is:

$$Y = 1.056 + 0.227X_1 + 0.272X_2 + 0.220X_3 + 0.268X_4 + e$$

Based on the regression equation, it can be explained that:

a. Constant (a)

The constant value of 1.056 indicates that the variables of motivation, compensation, work environment and career development if the value is 0, then employee performance in Serengan District, Surakarta City has an Employee Performance value of 1.056.

b. Motivation Coefficient (b1)

The motivation coefficient, or motivation variable, is 0.227, with a positive value. This means that for every one-fold increase in motivation, employee performance in Serengan District will increase by 0.227, assuming other variables remain constant.

c. Compensation Coefficient (b2)

The compensation coefficient, or compensation variable, is 0.272, with a positive value. This means that for every one-fold increase in compensation, employee performance in Serengan District will increase by 0.272, assuming other variables remain constant. The result of $b_2 = 0.272$ is the highest value compared to the results of other variables, indicating that compensation is the variable that most influences performance.

d. Work Environment Coefficient (b3)

The coefficient value of the work environment variable is 0.220, with a positive value. This means that for every one-fold increase in the work environment, employee performance in Serengan District will increase by 0.220, assuming other variables remain constant.

e. Career Development Coefficient (b4)

The Career Development coefficient, or Career Development variable, is 0.268, with a positive value. This means that for every one-fold increase in Career Development, Employee Performance in Serengan District will increase by 0.268, assuming other variables remain constant.

Model Feasibility Test

Table 2. Model Testing Results

Model	Sig.	Standard	Information
Regression	5,924	2,610	0.001

Source: Primary data processed in 2026

Based on the results of the F test in the table above, the calculated F value is 5.924 and the F table is 2.610. Because the calculated F value is greater than the F

table ($5.924 > 2.610$), it can be concluded that the regression model used in this study is suitable for use. In addition, the significance value of 0.001 is smaller than the significance standard of 0.05 ($0.001 < 0.05$). This indicates that the independent variables simultaneously or together have a significant effect on the dependent variable.

Hypothesis Test/t-Test

Table 3 Hypothesis Testing Results

Hypothesis	thitung	table	Sig.	Standard	Information
H1	2,161	2,024	0.038	0.05	Ha accepted
H2	2,669	2,024	0.011	0.05	Ha accepted
H3	2,451	2,024	0.019	0.05	Ha accepted
H4	2,064	2,024	0.047	0.05	Ha accepted

Source: Primary data processed in 2026

Based on the results of the t-test in the table above, it can be explained in the following form:

- 1) The Influence of Motivation on Employee Performance in Serengan District, Surakarta City
The Motivation variable has a t-value $> t$ -table ($2.161 > 2.024$) and a significance of $0.038 < 0.05$, so H_0 is rejected and H_a is accepted. The conclusion is that there is a positive and significant influence between Motivation on Employee Performance in Serengan District, Surakarta City.
- 2) The Influence of Compensation on Employee Performance in Serengan District, Surakarta City
The Compensation variable has a calculated t value $> t$ table ($2.669 > 2.024$) and a significance of $0.011 < 0.05$, so H_0 is rejected and H_a is accepted. The conclusion is that there is a positive and significant influence between Compensation on Employee Performance in Serengan District, Surakarta City.
- 3) The Influence of the Work Environment on Employee Performance in Serengan District, Surakarta City
The Work Environment variable has a t-value $> t$ -table ($2.451 > 2.024$) and a significance of $0.019 < 0.05$, so H_0 is rejected and H_a is accepted. The conclusion is that there is a positive and significant influence between the Environment on Employee Performance in Serengan District, Surakarta City.
- 4) The Influence of Career Development on Employee Performance in Serengan District, Surakarta City
The Career Development variable has a calculated t value $> t$ table ($2.064 > 2.024$) and significance $0.047 < 0.05$ then H_0 is rejected and H_a is accepted. The conclusion is that there is a positive and significant influence between Career Development on Employee Performance in Serengan District, Surakarta City.

Coefficient of Determination Test (R²)

Table 4 Results of the Determination Coefficient

Model	R	R Square	Adjusted R Square	Information
	.738a	.545	.537	Eligible Model

Source: 2026 Data Processing Results

Based on the calculation results of the table above, the adjusted R² value is 0.537. This means that the variables of Motivation, Compensation, Work Environment and Career Development contribute 53.7% to employee performance, while the remaining 46.3% is explained by other variables not proposed in this study, including: Competence, Work Culture, Workload, Leadership, Human Resources, Use of technology, and others.

Discussion

1. The Influence of Motivation on Employee Performance in Serengan District, Surakarta City

Based on the results of the SPSS calculations in table IV.12, the calculated t value > t table (2.161 > 2.024)

with a significance of 0.038 which is smaller than 0.05. This shows that

tcount > ttable and significance < 0.05 means that motivation has a positive and significant effect on employee performance in Serengan District, Surakarta City. This means that the relationship between motivation is positive (unidirectional), the better the motivation provided by leaders and colleagues, the better employee performance will be. This research is in line with previous research conducted by Pramiasti & Suryawirawan (2023), Jafar et al., (2022), Larosa et al., (2022), Lestari et al., (2024) which stated that motivation influences employee performance.

Employees feel at ease at work because of health insurance, research results show that most employees feel calm and safe at work because of the health insurance facilities provided by the agency (Pramiasti & Suryawirawan, 2023). Health insurance is considered to be able to provide a sense of protection for employees, thereby increasing comfort at work. Employees receive health insurance in the form of BPJS health insurance. Employees feel happy because employees in this agency can be accepted as colleagues, relationships between employees are well established. Employees feel accepted and appreciated as colleagues, thus creating a harmonious work environment and supporting cooperation within the organization (Lestari et al., 2024). Employees feel satisfied receiving awards according to performance assessments, with awards given based on the results of each work. A reward system that is in accordance with performance is considered to increase employee motivation and work enthusiasm (Jafar et al., 2022). Employees like working in organizations that

provide career advancement for employees who have the ability, career development opportunities are an important factor for employees. Employees are more motivated to work in organizations that provide fair promotion opportunities based on their abilities and work performance (Larosa et al., 2022). Employees feel happy when their dedication while working at the agency is recognized by their superiors, recognition from superiors has a positive impact on employee morale. Employees feel more appreciated and motivated when their dedication and devotion are appreciated by their leaders (Larosa et al., (2022). Working in Serengan sub-district can guarantee employees' lives in old age, employees have the belief that working at this agency can provide security in old age, both through pensions and other welfare facilities. This makes employees feel more secure and loyal to the agency (Pramiasti & Suryawirawan, 2023)

Based on the results of the study, to increase employee motivation in Serengan District, it is very appropriate to provide salaries and allowances according to position, assign tasks according to their main duties and functions, promotions, holding outbound activities to create togetherness among employees so that employees are more enthusiastic about working (Lestari et al., 2024).

2. The Influence of Compensation on Employee Performance in Serengan District, Surakarta City

Based on the results of SPSS calculations in table IV.12, the $t\text{-value} > t\text{-table}$ ($2.669 > 2.024$) with a significance of 0.011, which is smaller than 0.05. This indicates that $t\text{-value} > t\text{-table}$ and significance < 0.05 means that compensation has a positive and significant effect on employee performance in Serengan District, Surakarta City. This means that the relationship between compensation is positive (unidirectional), if the compensation provided by the Surakarta City Government is better and more appropriate, employee performance will also be better. The results of this study are in line with research conducted by Prabandari et al., (2023), Ichsan et al., (2024), Sumerli, (2022) which states that compensation affects employee performance. The salary given is in accordance with applicable laws and regulations, employees feel that the salary received is in accordance with applicable regulations. The suitability of the salary provides a sense of satisfaction and increases employee motivation to work better, thus having a positive impact on employee performance (Prabandari et al., 2023). In Serengan District, there has never been a salary arrears; timely salary payments provide a sense of security and comfort to employees. Accurate salary payments make employees more focused on their work and are able to increase discipline and responsibility in completing work (Ichsan et al., 2024). Additional income (Tamsil) is given according to the work that has been done. The additional income given once a month based on employee performance results, the accumulation of monthly absences can increase work enthusiasm and productivity. Employees feel more motivated to achieve work targets and work discipline because they are recognized for their efforts and work results (Sumerli, 2022). Employees receive allowances commensurate with their position, which provide employee

satisfaction. Employees feel that the organization values their duties and responsibilities, thus encouraging an increase in the quality of employee work (Ichsan et al., 2024). Adequate facilities are very helpful in facilitating work, work facilities help employees complete their work more effectively and efficiently. The availability of good work facilities and infrastructure supports improved employee performance in the organization (Prabandari et al., 2023).

The provision of compensation in Serengan District has been well regulated by the Surakarta City Government in accordance with applicable regulations, so that it can be accepted by all ASN in Surakarta City with the hope of ensuring ASN satisfaction, the aim of which is to achieve the desired level of performance (Sumerli, 2022).

3. The Influence of the Work Environment on Employee Performance in Serengan District, Surakarta City

Based on the results of SPSS calculations in table IV.12, the $t\text{-value} > t\text{-table}$ ($2.451 > 2.024$) with a significance of 0.019, which is smaller than 0.05. Therefore, H_0 is rejected and H_a is accepted. It can be concluded that $t\text{-value} > t\text{-table}$ and significance < 0.05 means that the work environment has a positive and significant effect on employee performance in Serengan District, Surakarta City. This means that the relationship between the work environment is positive (unidirectional), if the better and more comfortable the work environment provided by the Surakarta City Government, the better employee performance will be. The results of this study are in line with research conducted by Ahmad et al., (2022), Surya, Anggarini (2024), Sunarsi, et al., (2020), Abdullah et al., (2023) which states that the work environment affects employee performance. Lighting in Serengan District is good and adequate, thus helping employees complete their work more comfortably and carefully. Good lighting can reduce eye fatigue and increase employee work effectiveness (Ahmad et al., 2022). The air condition in the workspace provides comfort while employees work. The air condition in the Serengan District workspace is quite comfortable for employees. Good and cool air temperature makes employees more focused and comfortable at work, thereby improving work quality and productivity (Sunarsi, et al., 2020). There is no noise in the workplace, a work environment with minimal noise helps employees concentrate more on completing their work. A calm work atmosphere has a positive impact on employee comfort and performance (Surya, Anggarini 2024). The existing lighting (sunlight or lamp light), smooth air circulation in the workspace are appropriate to the needs and help employees carry out their tasks optimally. Good lighting conditions support employee accuracy and precision in their work (Abdullah et al., 2023). Facilities and infrastructure in the workplace are adequate and support employee work. Complete and good work facilities help expedite work, making employee performance more effective and efficient (Surya, Anggarini 2024). Employees feel comfortable with the work environment within the organization. A comfortable work environment creates harmonious working conditions and supports the implementation of employees' daily tasks.

Comfort at work makes employees more enthusiastic, focused, and highly motivated in completing their work. A comfortable work environment can also improve working relationships between employees and create good cooperation within the organization. In addition, a conducive work environment helps reduce work stress levels, allowing employees to work more effectively and efficiently, and can improve employee performance (Sunarsi, et al. 2020).

The work environment in Serengan District, Surakarta City, is quite comfortable, safe, and adequate. However, it would be even better if it were consistently maintained and cared for by employees. Factors such as technology, relationships with coworkers, and the physical condition of a tidy, cool, and comfortable workspace will significantly impact employee performance in completing their tasks and responsibilities.

4. The Influence of Career Development on Employee Performance in Serengan District, Surakarta City

Based on the results of SPSS calculations in table IV.13, the $t\text{-value} > t\text{-table}$ ($2.064 > 2.024$) with a significance of 0.047, which is smaller than 0.05. This indicates that $t\text{-value} > t\text{-table}$ and significance < 0.05 means that career development has a positive and significant effect on employee performance in Serengan District, Surakarta City. This means that the relationship between career development is positive (unidirectional), if more career development opportunities are provided by the Surakarta City Government, employee performance will also improve. The results of this study are in line with research conducted by Suharso & Sundari (2023), Syamti et al., (2020), Mariska et al., (2023), Iis et al., (2022) which states that career development affects employee performance. Employees get the opportunity to develop their careers within the organization. This opportunity provides encouragement for employees to improve their abilities and performance at work (Suharso & Sundari 2023). Employees receive support from their superiors to develop their careers because support from their superiors plays a crucial role in encouraging employee career development. This support makes employees feel cared for and more motivated to perform optimally (Syamti et al., 2020). Employees work in areas they have mastered, and employee placements align with their areas of expertise. This alignment helps employees work more effectively and productively, resulting in better performance (Iis et al., 2022). Employees have an interest and motivation to be promoted to a higher career level, indicating a drive to improve work performance to achieve higher career levels (Mariska et al., 2023). Existing career development is tailored to the education they have achieved and takes into account the employee's educational background. This alignment makes employees feel more competent in carrying out their duties and responsibilities (Syamti et al., 2020).

Career development is carried out by individuals to improve their work skills for the present and future. Career development in Serengan District, Surakarta City, has an impact on performance because it can encourage

employees to improve their performance using their existing abilities and expertise. Career development in Serengan District is organized by the Human Resources Development Agency (BKPSDM) through training, education and training, and competency tests. However, the Sub-district Head, as the head of the Regional Apparatus Organization (OPD), has the right to propose high-achieving and high-performing employees for promotion (Suharso & Sundari, 2023).

CONCLUSION AND SUGGESTIONS

Based on the results of the hypothesis testing and discussion, it can be concluded that motivation, compensation, work environment, and career development have a positive and significant influence on employee performance in Serengan District, Surakarta City. This finding indicates that improving employee performance is not only influenced by internal factors such as motivation, but also by external factors such as compensation, a conducive work environment, and career development opportunities. Among these four variables, compensation is the most dominant factor in improving employee performance, so that the aspect of financial well-being remains a primary concern in the government sector. The implications of this study strengthen the theory of human resource management which states that a combination of internal and external factors plays an important role in driving employee performance. Therefore, organizations are advised to maintain consistency in compensation provision, improve communication between leaders and employees, provide awards and appreciation for work achievements, provide adequate work facilities, and develop a planned career development program. In addition, further research is recommended to add other variables that have the potential to influence employee performance, such as competence, work culture, workload, leadership, and technology utilization, as well as expand the research object to other agencies or companies to obtain more comprehensive results.

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