

The Effect of Competency, Motivation, and Career Development on Employee Performance and Employee Job Satisfaction in the National Land Agency Regional Office in West Sulawesi Province

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Abstract: - This study aims to determine the influence of Competence, Motivation and Career Development on Employee Performance and Job Satisfaction of employees at the National Land Agency regional office in West Sulawesi Province. The research method used is a quantitative descriptive approach with SEM analysis. The research sample was 134 respondents from the population of employees at the South Sulawesi Provincial Land Agency office. The results of the study obtained Competence has a positive and significant effect on the job satisfaction of employees at the West Sulawesi Provincial Land Agency Office. Motivation has a significant and positive effect on the job satisfaction of employees at the West Sulawesi Provincial Land Agency Office. Career development has a positive and significant effect on the job satisfaction of employees at the West Sulawesi Provincial Land Agency Office. Competence has a positive effect on the performance of employees at the West Sulawesi Provincial Land Agency Office. Motivation does not have a positive effect on the performance of employees at the West Sulawesi Provincial Land Agency Office. Career development has a positive and significant effect on the performance of employees at the West Sulawesi Provincial Land Agency Office. Job satisfaction has a positive effect on the performance of employees at the West Sulawesi Provincial Land Agency Office. Competence has a positive effect on performance through the job satisfaction of employees at the West Sulawesi Provincial Land Agency Office. Motivation positively influences performance through employee job satisfaction at the West Sulawesi Provincial Land Agency. Career development does not positively influence performance through employee satisfaction at the West Sulawesi Provincial Land Agency.

Key-Words: - Competence, Motivation, Career Development, Employee Performance, Job Satisfaction, Human Resource Management, Human Development

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1 Introduction

Company performance is a function of the results of work or activities within the company, which are influenced by both internal and external factors. As a company's primary asset, human resources must increase productivity by creating work conditions and environments that encourage employees to optimally develop their abilities and skills and increase their commitment to the company. Human Resource Management has a primary objective, namely, the company's efforts to improve employee performance. Employee performance needs to be considered within a company or organization to determine whether employees are performing their duties effectively through performance evaluations.

Several factors influence performance: goals, standards, feedback, opportunities, resources, motivation, and competence. Based on the core tasks performed by employees, the company needs to be

supported by employees with reliable competencies, encompassing knowledge, skills, and attitudes [1]. Therefore, it is highly appropriate to prioritize employee competency development in carrying out these core tasks. A company's understanding of competencies can assist the company in recruiting employees with the skills needed.

The Ministry of Agrarian Affairs and Spatial Planning (Kemenag) and the National Land Agency (BNPB) are state-owned. The Ministry of Agrarian Affairs and Spatial Planning / National Land Agency (abbreviated as ATR/BPN) is a non-ministerial government agency in Indonesia tasked with carrying out government duties in the field of Land in accordance with the provisions of laws and regulations. ATR/BPN is regulated through Presidential Regulation Number 47 of 2020. During the administration of President Joko Widodo, the functions and duties of the National Land Agency and

the Directorate General of Spatial Planning of the Ministry of Public Works were combined into one ministerial institution called the Ministry of Agrarian Affairs and Spatial Planning. Since February 21, 2024, the position of Head of BPN has been held by the Minister of Agrarian Affairs and Spatial Planning, Agus Harimurti Yudhoyono. The National Land Agency has experienced several changes in control in this institutional case. Of course, this problem affects the policy-making process. When under the auspices of the Ministry of Agrarian Affairs, a policy is processed and followed up from the Central Leadership structure to the Kantah level, but when under the auspices of the Ministry of Home Affairs, it is only through the Director General of Agrarian Affairs to the Kantah level. Besides that, institutionally, the National Land Agency is experiencing changes in its institutional structure that are likely to take place in a very short time.

An institution can operate effectively and carry out its mandate effectively if its planning, organizing, motivating, and supervising functions function well, and supporting elements are available and meet requirements. One of the most important elements supporting an institution's operations is human resources (employees). Human resources play a crucial role in various sectors because they are the key factor in mobilizing other resources within an institution. Defines human resource management as the policies and practices that determine the "human" or human resource aspects of management positions, including the "people" or human resource aspects of a management position, including recruitment, screening, training, rewards, and assessments [2]. A key issue, then, is how to improve employee performance to support the successful achievement of goals.

A good leader in an institution is able to create conditions that allow employees, individually or in groups, to work effectively according to their duties and responsibilities, ultimately leading to high performance. The performance of employees at the West Sulawesi Provincial Land Office is generally influenced by several factors, one of which is the influence of motivational competence. Competence is a fundamental characteristic of a person related to the effectiveness of their work performance, or a basic characteristic of an individual that has a causal relationship or is causal to benchmark criteria, effectively performing at peak performance [3]. Meanwhile motivation is the process that causes a person to behave in a certain way to meet needs and survive [4].

Besides motivation, another equally important factor that significantly influences employee

performance is training. Intensive training programs are essential for an organization to develop human resources with optimal performance. Through training, employees have the opportunity to absorb new knowledge and values, enabling them to improve their professionalism in carrying out their assigned tasks. Human resource development through training is an effort to improve the quality of human resources. Training is a crucial factor for an organization to have a workforce with the knowledge, abilities, and skills to meet current and future organizational needs.

The description above indicates a close relationship between the influence of competency, motivation, career development, and job satisfaction on employee performance. Therefore, it is important to understand the influence of competency, motivation, career development, and job satisfaction on employee performance at the Agrarian and Spatial Planning Office/National Land Agency of West Sulawesi Province. This will undoubtedly influence job satisfaction and goal achievement within an organization or institution. To support this statement, we need to understand several theories, including the Competency Theory developed [5]. According to [5], competency is a measurable and developable characteristic that enables an individual to perform a job effectively. Competencies can be divided into several types, such as: Core competencies: the basic abilities required to perform a job; Functional competencies: the specific abilities required to perform a specific job; and Managerial competencies: the ability to manage and lead others. Meanwhile, the Motivation Theory was developed by [6]. Motivation is an internal drive that drives an individual to do something. Maslow's motivational theory is known as the Hierarchy of Needs, which consists of: physiological needs (food, water, shelter), safety needs (safety, stability), social needs (relationships, friendship), esteem needs (appreciation, recognition), and self-actualization needs (achievement, self-development). Career development theory was developed [7]. Career development is an ongoing process that involves individuals choosing, entering, and developing careers. Super's career development theory is known as the Career Development Theory, which consists of: the exploration stage (searching for career information), the crystallization stage (deciding on a career), the implementation stage (starting a career), the stabilization stage (settling into a career), and the consolidation stage (developing a career).

The relationship between competence, motivation, and career development is interrelated and influences each other. High competence can increase an individual's motivation to perform work, which in turn can enhance career development. High motivation can

increase an individual's competence, which in turn can enhance career development. Effective career development can improve individual competence and motivation, which in turn can improve individual performance. Meanwhile, performance theory is a concept that explains how individuals or organizations achieve their goals and objectives. Some well-known performance theories are [8]. This theory explains that individual performance is influenced by factors such as ability, motivation, and work environment. Explains that individual performance is influenced by expectations, instruments, and valence [9].

Next is the Job Satisfaction Theory, a concept that explains how individuals feel satisfied or dissatisfied with their jobs. This theory explains that job satisfaction is influenced by factors such as motivation, rewards, and the work environment. This theory explains that job satisfaction is influenced by a hierarchy of needs, namely physiological, safety, social, esteem, and self-actualization needs. The relationship between performance and job satisfaction is interrelated and influences each other. Good performance can increase job satisfaction, and high job satisfaction can increase performance. Some factors that influence the relationship between performance and job satisfaction are: Motivation, Competence, Work Environment, and Rewards. Thus, performance and job satisfaction are interrelated and influence each other, and several factors can influence the relationship between the two.

Some previous research concepts on the influence of competence, motivation, and career development on employee performance through job satisfaction have been carried out by several experts, including Research by [10]. This study found that competence, motivation, and career development have a positive influence on employee performance through job satisfaction, and that job satisfaction is a significant intervening variable. Research by [8] This study found that competence, motivation, and career development have a positive influence on employee performance through job satisfaction, and that career development has the greatest influence on employee performance.

2 Literature Review

2.1 Competence

Competence is a characteristic of a person that has a causal relationship with reference criteria for effectiveness or excellence in a particular job or situation [11]. In line with this definition, competence is a condition in which an individual is able to perform

a task or job based on knowledge and skills and supported by a work ethic [12]. Classify competency indicators into three: Intellectual Competence, Emotional Competence, and Social Competence [13].

2.2 Motivation

Motivation is a condition (energy) that drives an individual toward achieving organizational goals [14]. Motivation arises from two drives: internal motivation and external motivation. These motivation levels are classified as low, medium, and high. Differences in individual motivation levels within an organization significantly influence work outcomes and even performance within the organization.

2.3 Career Development

There are three indicators for career development: Education and Training, Job Promotion, and Job Rotation [14]. Meanwhile, the development indicators are Training, Education, Job Promotion, Length of Service, and Job Transfer [15]. The goals of career development are: Assisting in the achievement of individual and company goals, Demonstrating good relationships, Helping employees explore their potential, Strengthening the relationship between employees and the company, Demonstrating responsibility within the organization, Strengthening the implementation of company programs, Reducing employee costs, and Reducing professional attrition [14].

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2.4 Competence Employee Performance

Performance is the overall outcome or level of success of an individual during a specific period in carrying out tasks compared to various criteria, such as predetermined and mutually agreed-upon work standards, targets, or criteria [16]. Proposed several indicators used to measure employee performance: Understanding of duties, Innovation, Work Speed, Work Accuracy, and Cooperation [17].

2.5 Job Satisfaction

Job satisfaction is a positive feeling about one's job resulting from an evaluation of characteristics [18]. An employee's work performance is considered high

if their work performance exceeds that of other employees [19]. Job satisfaction can be seen from absenteeism rates, employee turnover rates, and declining performance [20].

2.6 Competence

Previous studies have made significant contributions to understanding the influence of competence, motivation, and career development on employee performance. Job satisfaction is used to determine the influence of competence, motivation, career development, performance, and job satisfaction as independent variables, while employee performance is the dependent variable. Therefore, the relationship between the independent and dependent variables in this study is illustrated in the following conceptual framework in figure 1:

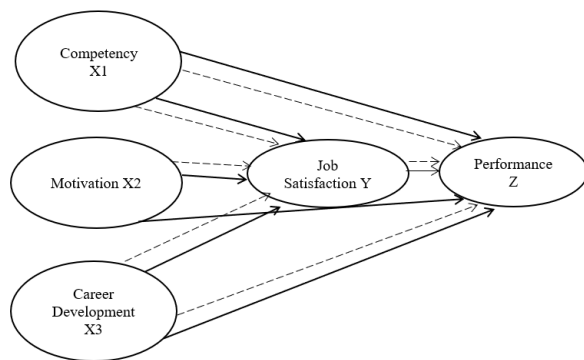


Fig. 1: Conceptual Framework

Source: developed by the author

2.1.1 Sub-subsection

When including a sub-subsection, you must use, for its heading, small letters, 11pt, left justified, bold, Times New Roman as here.

3 Research Methods

This research was conducted using a descriptive analysis approach. The research was conducted at the Regional Office of the National Land Agency of West Sulawesi Province, located in the West Sulawesi Provincial Governor's Office complex, Jalan Abdul Malik Pattana Endeng, Rangan Village, Simboro District, Mamuju Regency. The research period, which lasted two months, took place from June to July 2025. The data sources in this study were primary data and secondary data. Data collection techniques used were observation, interviews, questionnaires, and documentation. The population of this study was 200 employees of the West Sulawesi Provincial Land Agency Office. The number of samples was 134 people, using the Slovin formula calculation. The analysis method used was a quantitative descriptive

approach with case study research used to collect, process, and then present data so that other parties could easily get an overview of the object of the research. Data analysis test tools used were Structural Equation Modeling (SEM), Validity Test, Reliability Test, Statistical Analysis, Hypothesis Testing (f test and t test).

4 Research Results

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4.1 Respondent Characteristics

The respondents in this case are employees at the National Land Agency office in West Sulawesi Province. Respondent characteristics include work unit, length of service, gender, and age. The following table 1 shows respondent characteristics.

Table 1. Respondent Characteristics

Variables	Criteria	Number of employees	Percentage (%)
Work Unit	Majene Regency Land Office	30	22,3
	Polewali Mandar Regency Land Office	30	22,3
	Mamasa Regency Land Office	24	17,9
	Mamuju Regency Land Office	20	14,9
	Central Mamuju Regency Land Office	20	14,9
	Pancangkayu Regency Land Office	10	7,46
	Total	134	100%
Length of work	15 years	30	22,3
	12 years	20	19,1
	10 years	24	17,9
	7 years	20	14,9
	5 years	30	22,3
	4 years	10	7,46
	Total	134	100%

Gender	Male	84	62,6
	Female	50	37,3
	Total	134	100 %
Age Level	20-21 Years	40	29,8
	22-23 Years	30	22,3
	24 Years	40	29,8
	28-30 Years	24	17,9
	Total	134	100 %

Source: SPSS sav data processing

The table above shows that the Majene and Polewali Mandar Regency Land Offices had the largest number of respondents, with 30 respondents. The Pasangkayu Regency Land Office had the smallest number of respondents, with 10. Length of service indicates that the majority of respondents in this study had 15 years of service, with 30 respondents. The smallest number of respondents had 4 years of service, with 10 respondents. Gender-wise, 84 respondents were male, and 50 were female, indicating that the estimated number of workers at the West Sulawesi Provincial Land Office is generally male. Age-wise, the majority of respondents were aged 20-21 and 24 (40 respondents), while 24 (17.9%) were aged 28-30.

4.2 Model Testing

The purpose of structural model feasibility testing is to determine whether the data corresponds to the observations and estimates, consisting of direct and indirect relationships based on the research problem formulation and objectives. The results of the initial SEM analysis can be seen in the following Figure 2:

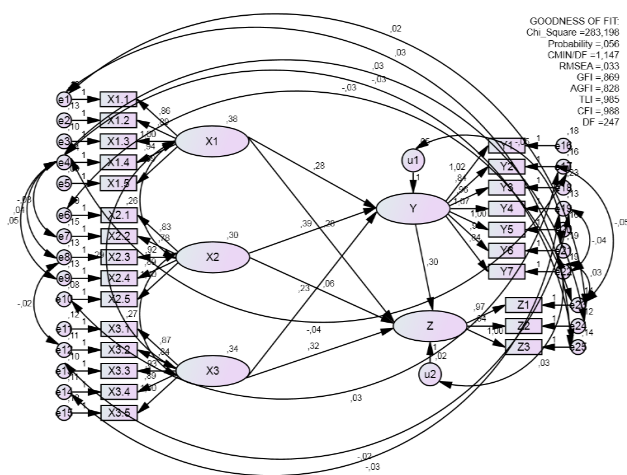


Fig. 2: Initial SEM Model

Source: SPSS SAV data processing

Table 2. Goodness of Fit Evaluation of the Initial Model

Goodness of fit index	Cut-off Value	Model Results	Description
Chi_square	Expected to be small	430,361 <(0,05:265 = 303,969)	Marginal
Probability	$\geq 0,05$	0,000	Marginal
CMIN/DF	$\leq 2,00$	1,624	Good
RMSEA	$\leq 0,08$	0,068	Good
GFI	$\geq 0,90$	0,814	Marginal
AGFI	$\geq 0,90$	0,772	Marginal
TLI	$\geq 0,94$	0,936	Marginal
CFI	$\geq 0,94$	0,944	Good

Source: SPSS SAV data processing

Based on the table 2 above, it can be explained that a significance level of 0.000 indicates that the null hypothesis stating there is no difference between the sample covariance matrix and the estimated population covariance matrix is accepted. Acceptance of the null hypothesis indicates that there is equality between the sample covariance matrix and the estimated population covariance matrix, thus confirming the model's suitability for use. Other indices (CMIN/DF, RMSEA, GFI, AGFI, TLI, and CFI) also indicate the model's level of acceptance.

Based on the modification indices, modifications were made to prove the model's validity against the hypothesis. Further model modifications can be seen in Figure 3 below:

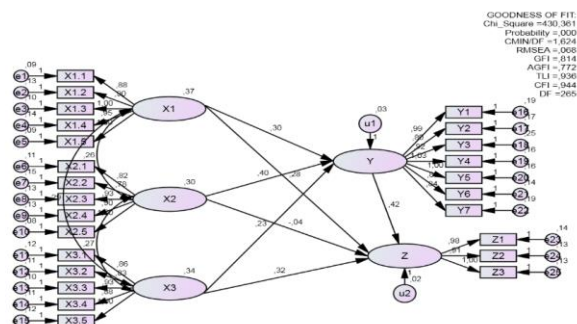


Fig. 3: Final SEM Model

Source: SPSS sav data processing

Based on the variable diagram in the conceptual framework, several goodness-of-fit test results for the overall indices of the Competence (X1), Motivation (X2), and Career Development (X3) models, along with the final SEM model analysis results, can be seen in the table below. This illustrates the level of significance of the probability of the criteria evaluation results for the final stage of testing, as shown in Table 3 below:

Table 3. Goodness of Fit of the Final Model

Goodness of fit index	Cut-off Value	Model Results	Description
Chi_square	Expected to be small	283,198 <(0,05:247=284,65)	Good
Probability	$\geq 0,05$	0,056	Good
CMIN/DF	$\leq 2,00$	1,147	Good
RMSEA	$\leq 0,08$	0,033	Good
GFI	$\geq 0,90$	0,869	Marginal
AGFI	$\geq 0,90$	0,828	Marginal
TLI	$\geq 0,94$	0,985	Good
CFI	$\geq 0,94$	0,988	Good

Source: SPSS sav data processing

Based on the table above, it can be explained that the probability significance level is 0.056, indicating that the null hypothesis stating there is no difference between the sample covariance matrix and the estimated population covariance matrix is good and acceptable. The acceptance of the null hypothesis means there is no difference between the sample covariance matrix and the estimated population covariance matrix, so the model is suitable for use. Other indices (CMIN/DF, GFI, AGFI, TLI, CFI, and RMSEA) also indicate a level of acceptance of the model.

Next, we will look at the results of the exogenous variable analysis test. We generally know that exogenous variables are variables that influence or cause changes and the emergence of dependent or endogenous variables, either positively or negatively. In this study, there are two exogenous variables, symbolized (X1) competence, (X2) motivation (X3) career development, which we can see in the analysis test presented in the exogenous SEM model in Figure 4 below:

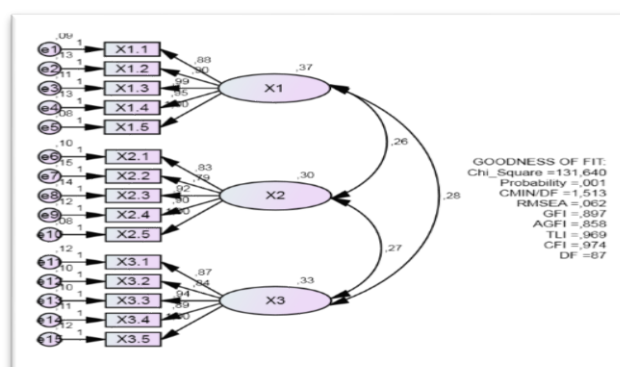


Fig. 4: Exogenous Variables

Source: SPSS sav data processing

In Figure 4 above, we can see that X1, X2, and X3 are interrelated. These three variables demonstrate that the relationship between X1, X2, and X3 is

interrelated. Exogenous variables are variables that influence every other variable. To determine the extent to which exogenous variables influence other variables, we can look at the goodness of fit analysis table below:

Table 4. Evaluation of Goodness of Fit Criteria for X1, X2, and X3

Goodness of fit index	Cut-off Value	Model Results	Description
Chi_square	Expected to be small	131,640<(0,05:87 = 109,77)	Marginal
Probability	$\geq 0,05$	0,001	Marginal
CMIN/DF	$\leq 2,00$	1,513	Good
RMSEA	$\leq 0,08$	0,062	Good
GFI	$\geq 0,90$	0,897	Marginal
AGFI	$\geq 0,90$	0,858	Marginal
TLI	$\geq 0,94$	0,969	Good
CFI	$\geq 0,94$	0,974	Good

Source: SPSS sav data processing

Table 4. above shows the goodness of fit testing stage through a review of various criteria. The following are several suitability indices and cut-off values to test whether a model can be accepted or rejected, while the chi-square test, where the model is considered good or satisfactory if the chi-square value is low. The smaller the chi-square value, the better the model, and the significance value is greater than the cut-off value ($p \geq 0.05$). Then the RMSEA (the root mean square error of approximation), which indicates the goodness of fit that can be expected when the model is estimated in the population. An RMSEA value smaller than or equal to 0.08 is an index for model acceptance, indicating a close fit of the model based on degrees of freedom. And the GFI (goodness of fit index) is a non-statistical measure that has a value range from 0 (poor fit) to 10 (perfect fit). High values in this index indicate a "better fit". Furthermore, the following figure shows an endogenous analysis. As we know, endogenous differs from exogenous. Exogenous variables are variables whose values are determined outside the model and imposed on it, while endogenous variables are variables whose values are determined by the model and imposed on it. We can see the Endogenous SEM Model in Figure 5, along with a specific presentation of the numbers in Table 5 below

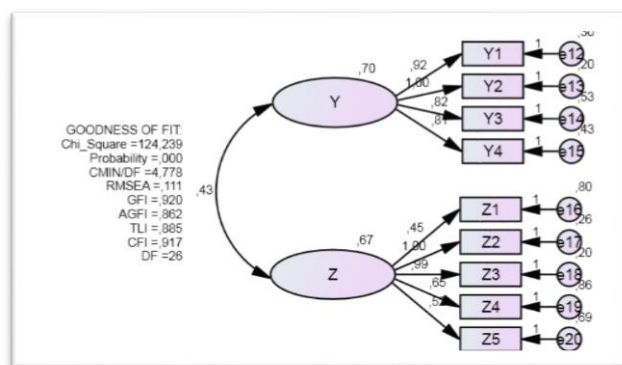


Fig. 5: Endogenous SEM

Source: SPSS sav data processing

Table 5. Evaluation of Goodness of Fit Criteria for Job Satisfaction and Performance

Goodness of fit index	Cut-off Value	Model Results	Description
Chi_square	Expected to be small	90,267 <(0,05: 34= 48,602)	Marginal
Probability	$\geq 0,05$	0,000	Marginal
CMIN/DF	$\leq 2,00$	2,655	Marginal
RMSEA	$\leq 0,08$	0,112	Marginal
GFI	$\geq 0,90$	0,879	Good
AGFI	$\geq 0,90$	0,804	Marginal
TLI	$\geq 0,94$	0,917	Marginal
CFI	$\geq 0,94$	0,937	Marginal

Source: SPSS sav data processing

Endogenous variables are variables that are influenced by or result from the presence of independent variables. In this study, there are two endogenous variables, namely the Performance variable (Z) and the Job Satisfaction variable (Y). Endogenous variables refer to variables that we want to explain using exogenous variables. In Figure 5 above, we can see that endogenous variables in statistical and econometric models are the same as independent variables that allow us to test whether a variable causes a certain effect. In the evaluation table of the goodness of fit indices criteria, Performance (Z) and Job Satisfaction (Y) we can see the results (table 5) of the model above. By looking at these numbers, we can see that exogenous variables can have a large influence on endogenous variables with marginal explanation statements.

4.3 Hypothesis Testing

To test the hypotheses in this study, a structural equation model (SEM) was used with the aid of SPSS software. Hypothesis testing was performed by examining the p-value. If the p-value is less than 0.05, the relationship or influence between the variables is significant. Furthermore, the direct effect, indicating a

direct positive influence between the variables, and the indirect effect, indicating a positive indirect influence between the variables, are explained. The total effect, which is the accumulated direct and indirect influence of each variable analyzed, is also explained.

Table 6. shows that all 10 hypotheses, including Job Satisfaction (Y) and Performance (Z), have a direct effect and show positive and significant results. For more details on the results of the hypothesis testing, please see the following table

Table 6. Hypothesis Testing

Variables			Direct	Indirect	Total	P-Value	Result
Independent	Intervening	Dependent					
Competence (X1)	-	Job Satisfaction (Y)	0,326	-	0,326	0,000	(+) Significant
Motivation (X2)	-	Job Satisfaction (Y)	0,398	-	0,398	0,000	(+) Significant
Career Development (X3)	-	Job Satisfaction (Y)	0,247	-	0,247	0,015	(+) Significant
Competence (X1)	-	Performance (Z)	0,315	-	0,315	0,001	(+) Significant
Motivation (X2)	-	Performance (Z)	0,057	-	0,057	0,611	(+) Not Significant
Career Development (X3)	-	Performance (Z)	0,347	-	0,347	0,002	(+) Significant
Job Satisfaction (Y)	-	Performance (Z)	0,302	-	0,302	0,028	(+) Significant
Competence (X1)	Job Satisfaction (Y)	Performance (Z)	0,326	0,099	0,425	0,027	(+) Significant
Motivation (X2)	Job Satisfaction (Y)	Performance (Z)	0,398	0,121	0,519	0,025	(+) Not Significant

Career Development (X3)	Job Satisfaction (Y)	Job Satisfaction (Y)	0,247	0,075	0,319	0,051	(+) Significant
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Source: SPSS sav data processing

Based on Table 6 above, we can describe the influence between the variables as follows:

1. The influence of the competency variable on job satisfaction with a path coefficient of 0.326 at a significance level of 0.000; thus, the hypothesis that competency has a positive and significant effect on job satisfaction is accepted.

2. The influence of the motivation variable on job satisfaction with a path coefficient of 0.398 at a significance level of 0.000; thus, the hypothesis that motivation has a positive and significant effect on job satisfaction is accepted.

3. The influence of the career development variable on job satisfaction with a path coefficient of 0.247 at a significance level of 0.015; thus, the hypothesis that career development has a positive and significant effect on job satisfaction is accepted.

4. The influence of the competency variable on performance with a path coefficient of 0.315 at a significance level of 0.001; thus, the hypothesis that competency has a positive and significant effect on performance is accepted.

5. The effect of the Motivation variable on performance has a path coefficient of 0.057 with a significance level of 0.611. Therefore, the hypothesis that motivation does not have a positive and significant effect on performance cannot be accepted.

6. The effect of the Career Development variable on performance has a path coefficient of 0.347 with a significance level of 0.002. Therefore, the hypothesis that career development has a positive and significant effect on performance is accepted.

7. The effect of the Job Satisfaction variable on performance has a path coefficient of 0.302 with a significance level of 0.028. Therefore, the hypothesis is that the Performance variable has a positive and significant effect on Job Satisfaction.

8. The Effect of the Competence variable through Job Satisfaction on Performance has a direct path coefficient of 0.326 and an indirect path coefficient of

0.099, for a total of 0.425 with a significance level of 0.027. Therefore, the hypothesis that the relationship between competence and job satisfaction on performance is stable and positive can be accepted.

9. The influence of the Motivation variable through job satisfaction on performance with a direct path coefficient of 0.398 and an indirect path of 0.121, totaling 0.519 and a significance level of 0.025. Thus, the hypothesis states that motivation in relation to job satisfaction on performance is stated as fixed and positive, and can be accepted.

10. The influence of the Career Development variable through job satisfaction on performance with a direct path coefficient of 0.247 and an indirect path of 0.075, totaling 0.319 and a significance level of 0.051. Thus, the hypothesis states that career development in relation to job satisfaction on performance is stated as insignificant and cannot be accepted.

5 Discussion

Based on the data analysis, the discussion of this study combines theories and previous research findings, along with empirical facts from the study subjects, to confirm, strengthen, or refute these theories and findings, or present new findings. The feasibility test results for the model designed and estimated in this study demonstrate that the data obtained from the observations have been validated. The discussion of each variable, both exogenous and endogenous, in this study is combined with several empirical data analyses using a descriptive approach and multivariate analysis using Structural Equation Modeling (SEM) to synthesize and refine the research findings. The following is an explanation of the interplay between the latent variables designed in this study:

5.1 The Effect of Competence on Job Satisfaction

The results indicate that competence has a positive and significant effect on job satisfaction. Therefore, the first hypothesis is accepted, meaning that higher competence can enhance job satisfaction. This dimension serves as a benchmark for understanding the process of improving employee performance at the West Sulawesi Provincial Land Agency. Developing competencies not only encourages employees to work more professionally but also motivates fellow

employees, thus fostering job satisfaction. By implementing effective competencies among employees, employees will be loyal to their leaders because they perceive them as possessing high quality and distinguishing themselves from others. Competence plays a crucial role for an employee, as it represents the ability or knowledge necessary to perform tasks or work effectively and efficiently. Competence encompasses skills, knowledge, and behaviors that can be measured and developed.

5.2 The Influence of Motivation on Job Satisfaction

Based on the research results testing the proposed hypothesis, it was proven that motivation has a positive and significant effect on job satisfaction at the West Sulawesi Provincial Land Agency office. This means that the motivation provided to the West Sulawesi Provincial Land Agency work unit significantly influences job satisfaction as a service user at the West Sulawesi Provincial Land Agency office. After understanding the positive influence of competence on job satisfaction, we can examine the motivational perspective of the leadership of the West Sulawesi Provincial Land Agency, amidst intense competition and challenges in carrying out employee work activities.

The competence and motivation of a leader at the West Sulawesi Provincial Land Agency are significant motivators, motivating employees to be more active in carrying out their work within their respective work units. This is a form of effort to meet needs and achieve satisfaction. Career advancement is a prospective orientation that supports sustainable activities in their respective fields. The ability of employees to provide public service at the West Sulawesi Provincial Land Agency is one form of performance motivated by employees' desire for career development and work quality, which is expected to achieve a high level of job satisfaction and a competitive advantage.

5.3 The Influence of Career Development on Job Satisfaction.

Research shows that career development has a positive and significant impact on job satisfaction. Career development conducted by the West Sulawesi Provincial Land Agency demonstrates that job satisfaction must be improved within a work unit to enhance employee performance. One factor that can influence job satisfaction is the career advancement process, the process of influencing others to understand and agree on what is required to perform a task and how to perform it, and the process of

facilitating individual and collective efforts to achieve shared goals. A leader will foster work enthusiasm, creativity, and job satisfaction.

The results of this study indicate that the influence of career development is divided into three categories: servant leadership, autocratic leadership, and shared leadership. In practice, transformational career development is more frequently implemented due to its high job satisfaction. However, transactional and servant career development also have high levels of satisfaction, but servant career development results in very low employee motivation, while shared career development results in low job satisfaction. Autocratic leadership tends to be highly influenced by competence. Work motivation is essential in an organization because it can boost employee morale and performance, enabling tasks to run smoothly, orderly, and effectively, leading to the achievement of organizational goals. Job satisfaction is the tendency to experience a sense of fulfillment in activities, from internal drive to self-assessment [21].

5.4 The Influence of Competence on Performance.

Competence significantly impacts performance, with knowledge and skills being the primary factors determining an individual's work effectiveness. Competence can be defined as the knowledge, skills, and attitudes possessed by an individual that influence their ability to perform tasks effectively. Competence encompasses the cognitive, affective, and psychomotor behaviors necessary to achieve optimal performance [22]. This appears to be the case in the West Sulawesi Provincial Land Agency work unit, where employees are more likely to perform their work well and professionally to achieve optimal performance. This can be seen in Table 6, where the effect of competence on performance yields a direct effect of 0.315, while the P-value is 0.001, indicating a significant effect.

5.5 The Effect of Motivation on Performance

The research results directly demonstrate that the motivation variable has no positive or significant effect on employee performance at the West Sulawesi Provincial Land Agency office. The dimensions of motivational expectations, performance suitability, and employee satisfaction guarantees are discussed. This indicates that motivation is inadequate, thus requiring increased motivation to achieve good performance. Employee expectations are employees' estimates or beliefs about what they will receive, and these expectations serve as a standard or benchmark for employees in demonstrating their level of performance. This research further demonstrates that

motivation is a crucial component for employees at the West Sulawesi Provincial Land Agency office in carrying out their work, particularly in public service, to achieve significantly better performance. If the relationship between motivation and performance is not positive, then motivation needs to be further enhanced to achieve optimal performance.

5.6 The Effect of Career Development on Performance

The results of this study indicate that career development has a positive and significant effect on acceptable performance. Career development is a process aimed at improving an individual's abilities and skills to achieve desired career goals. It encompasses various activities such as training, education, and work experience designed to prepare employees for future challenges. Similarly, at the West Sulawesi Provincial Land Agency, employees consistently demonstrate excellent performance in public services, particularly in the land sector. This is a concept implemented by individual employees to achieve better career advancement within an organization under the West Sulawesi Provincial Land Agency. The relationship between career development variables and performance at the West Sulawesi Provincial Land Agency is an acceptable and significant statement.

5.7 The Effect of Job Satisfaction on Performance

The hypothesis states that job satisfaction has a positive and significant effect on performance. Job satisfaction or employee satisfaction is a measure of workers' satisfaction with their work, related to the nature of their duties, the results achieved, the type of supervision received, and the satisfaction and enjoyment of their work. Similarly, in the HR or employee development process at the West Sulawesi Provincial Land Agency service center, employees who carry out their work diligently and professionally will undoubtedly feel the impact of their work results or the satisfaction they feel from their work. The job satisfaction variable significantly supports the improvement of employee performance at the West Sulawesi Provincial Land Agency, as reflected in the results of the hypothesis test, which showed a positive, acceptable, and significant effect.

5.8 The Effect of Competence on Performance through Job Satisfaction

The research results indicate that competence in relation to job satisfaction and performance is

significant and positively acceptable. As we know, competence plays a crucial role in determining performance quality. When competence is prioritized in determining job satisfaction, particularly at the West Sulawesi Provincial Land Agency office, it is clear that when high competence is demonstrated by a leader in a work unit, employee performance at the West Sulawesi Provincial Land Agency office will naturally improve, resulting in job satisfaction for both individual and group employees. Therefore, the higher the interaction between competence and performance, the higher the job satisfaction at the West Sulawesi Provincial Land Agency office. In other words, the role of job satisfaction as an intervening or connecting variable can strengthen the relationship between competence and employee performance at the West Sulawesi Provincial Land Agency office.

5.9 The Influence of Motivation on Performance through Job Satisfaction

The results of this study indicate that motivation, in terms of its relationship with job satisfaction, is stable and positively acceptable. The influence of motivation on employee performance is very concrete, considering that the development of professional performance is a benchmark that results in job satisfaction. At the West Sulawesi Provincial Land Agency office, this can be seen in the respondent data, which is reflected in several indicators in the calculation data. The direct path coefficient is 0.398, and the indirect path coefficient is 0.121, totaling 0.519 and a significance level of 0.025. Therefore, the hypothesis that work motivation and performance are positively and reliably related is stated. Through the intervening path of job satisfaction, this proves that motivation significantly influences employee performance at the West Sulawesi Provincial Land Agency office, if motivation utilizes job satisfaction as the spearhead for optimizing employee performance at the Land Agency office.

5.10 The Effect of Career Development on Performance Through Job Satisfaction

The results of this study indicate that career development in relation to job satisfaction and performance is insignificant and unacceptable. Career development has significant benefits for employees in carrying out their daily work at the West Sulawesi Provincial Land Agency. Leaders who contribute significantly to employee career advancement will result in excellent performance and job satisfaction. The higher the level of influence of career development, the higher the resulting performance,

which supports higher performance in achieving job satisfaction. Therefore, if career development and performance are higher, job satisfaction at the West Sulawesi Provincial Land Agency will increase. In other words, the role of job satisfaction as an intervening or connecting variable can strengthen the level of career development on the performance of employees at the West Sulawesi Provincial Land Agency.

6 Conclusion

Based on the research problem formulation and supported by theoretical and empirical studies, the following conclusions are drawn:

- a. Competence has a positive and significant effect on job satisfaction among employees at the West Sulawesi Provincial Land Agency.
- b. Motivation has a significant and positive effect on job satisfaction among employees at the West Sulawesi Provincial Land Agency.
- c. Career development has a positive and significant effect on job satisfaction among employees at the West Sulawesi Provincial Land Agency.
- d. Competence has a positive effect on the performance of employees at the West Sulawesi Provincial Land Agency.
- e. Motivation does not have a positive effect on the performance of employees at the West Sulawesi Provincial Land Agency.
- f. Career development has a positive and significant effect on the performance of employees at the West Sulawesi Provincial Land Agency.
- g. Job satisfaction has a positive effect on the performance of employees at the West Sulawesi Provincial Land Agency.
- h. Competence has a positive effect on performance through job satisfaction among employees at the West Sulawesi Provincial Land Agency.
- i. Motivation positively influences performance through employee job satisfaction at the West Sulawesi Provincial Land Agency.
- j. Career development does not positively influence performance through employee satisfaction at the West Sulawesi Provincial Land Agency.

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