

THE EFFECT OF CAREER DEVELOPMENT, WORK MOTIVATION, AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE OFF-SHORE IN XYZ REGION

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Abstract

The success of a company's efficient and effective growth depends significantly on how well its employees perform. The current situation suggests that career development, work motivation, and job satisfaction are problematic factors, necessitating a more in-depth study. This research aims to determine the extent to which "career development, work motivation, and job satisfaction" influence the performance of off-shore employees in the XYZ region. The research used a quantitative approach with a survey method. Path analysis was then used to analyze the data from 147 respondents who were selected from a population of 232 using purposive sampling. Research shows that career development (0.560) and work motivation (0.411) have a significant effect on job satisfaction, while career development (0.330), work motivation (0.254), and job satisfaction (0.283) contribute to improved employee performance in the XYZ region. The implication is that companies need to emphasize career development and work motivation enhancement strategies in order to strengthen employee satisfaction and performance on an ongoing basis.

Keywords: career development, work motivation, job satisfaction, performance

1. INTRODUCTION

Human Resources (HR) are a strategic asset for every organization (Anwar & Herlina, 2022). Amidst the dynamic business environment, global competition, and rapid technological developments, the presence of quality HR is a key element in ensuring organizational sustainability and success (Gaur, 2023). Beyond functioning as operational implementers, quality HR also plays a role as a driving force for innovation, strategic decision-making, and change management within the organization (Riana et al., 2020). Quality HR reflects individuals who possess the competencies, skills, knowledge, and attitudes that align with organizational demands. Organizational success depends on the extent to which HR can optimally contribute through productivity, efficiency, and creativity (Palupi et al., 2024).

The challenge of creating quality human resources is not an easy one. Some organizations often face a skills gap (skill gap) between industry needs and the competencies of the available workforce (Sharma et al., 2024). Furthermore, shifts in work paradigms resulting from the Industrial Revolution 4.0, such as automation and digitalization, require human resources to continuously develop new capabilities, both technically and in soft skills. Failure to address these challenges can lead to stagnation, decreased competitiveness, and operational inefficiency (Husin et al., 2023).

A company's ability to improve its workforce is often hampered by ineffective human resource management, characterized by a lack of investment in training, ambiguous career opportunities, and little regard for employee welfare. Without an effective human resource management strategy, organizations will struggle to attract, develop, and retain top talent (Chakraborty & Biswas, 2020).

High-performing human resources are the primary foundation for producing quality human resources (Burhanudin & Dewi, 2024). In an increasingly competitive business environment, organizations are not only required to have superior strategies but also require employees capable of carrying out their tasks effectively and efficiently (Sastri, 2020). The strong performance of each individual within an organization is a crucial element in determining the achievement of strategic and operational goals (Yucekaya & Özpeynirci, 2021).

Employee performance reflects the extent to which an individual can fulfill the tasks, responsibilities, and targets set by the organization. Good performance results from a combination of competence, motivation, a work environment, and effective management. High-performing employees are not only able to complete work to established standards but also contribute to increased productivity, innovation, and the organization's competitiveness in the marketplace.

Many organizations face challenges in developing high-performing human resources, such as lack of work motivation, low job satisfaction, and minimal training and development programs. Furthermore, a mismatch between tasks and employee competencies is often the cause of low productivity, which ultimately impacts overall organizational performance.

Strong human resources teams are a key advantage for companies that need to navigate a constantly changing business landscape. In the digital era, for example, employees with high adaptability and an understanding of the latest technologies are essential to maintaining organizational relevance. This approach not only improves a company's standing in the market but also creates possibilities for more significant growth.

The effectiveness of an organization in reaching its goals is primarily judged by how its employees and teams perform.

To achieve good employee performance, organizational culture plays a crucial role in either encouraging or hindering employee performance. A positive workplace that supports innovation and teamwork while empowering employees can boost their motivation, leading them to perform at their highest level. Conversely, an authoritarian culture that lacks support for employee well-being can lead to decreased performance and high turnover rates.

In the world of work, employee performance does not happen by itself, but is influenced by a number of interrelated factors. Work motivation plays an important role because it is the main driver for employees to strive to achieve targets. Job satisfaction also contributes, because employees who feel satisfied tend to show higher loyalty and dedication. A comfortable working environment, both physically and psychologically, also supports employees to work optimally. Additionally, adequate training helps improve skills and competencies so that tasks can be completed more effectively. Leadership style also has an impact, as leaders who are able to provide direction, support, and inspiration can boost team morale. Therefore, in human resource management, understanding and managing these factors is crucial to ensuring employee performance is at its maximum level.

Although XYZ management has implemented effective human resource management, particularly related to employee performance management, obstacles and problems still arise. One of the main problems is the lack of structure in the existing employee development program. Employees feel that the organization does not have a clear career development plan, resulting in a feeling of stagnation and a lack of motivation to develop. Employees feel that the incentive system is financially inadequate, as the incentives provided often do not align with employee expectations or their work results. Another problem experienced by employees is the imbalance between work and personal life. High workloads without flexibility are often a source of job dissatisfaction. Organizations should take a comprehensive approach to tackling career, motivation, and satisfaction issues which are all interconnected and affect performance by fostering a supportive workplace, offering opportunities for growth, and implementing a fair and transparent system of rewards and incentives. Experts and specialists have put forward many factors that influence employee performance in their books, namely leadership factors (Gama & Astiti, 2020; Huseno, 2016; Khaeruman et al., 2021), organizational mission (Huseno, 2016), organizational culture (Gama & Astiti, 2020; Huseno, 2016), job satisfaction (Gama & Astiti, 2020; Huseno, 2016; Silaen et al., 2021), competence (Gama & Astiti, 2020; Khaeruman et al., 2021; Silaen et al., 2021), commitment (Gama & Astiti, 2020; Silaen et al., 2021), compensation (Gama & Astiti, 2020; Silaen et al., 2021; Soelistya et al., 2021), work environment (Khaeruman et al., 2021; Soelistya et al., 2021), work motivation (Gama & Astiti, 2020; Khaeruman et al., 2021; Soelistya et al., 2021), discipline (Gama & Astiti, 2020; Khaeruman et al., 2021), incentives (Gama & Astiti, 2020; Khaeruman et al., 2021), skills, work experience, promotion, placement (Khaeruman et al., 2021), communication, individual characteristics, career development, education, work stress, emotional intelligence (Gama & Astiti, 2020).

Career development is an activity that helps employees plan their future careers in the organization through the acquisition of knowledge, skills, and behaviors that enhance employees' ability to fulfill individual work ability enhancements in order to achieve their desired career (Gama & Astiti, 2020). A strong focus on career development within a company enhances employee motivation and sense of fulfillment, which directly contributes to better performance. Research highlights that career advancement, when supported by adequate compensation and high motivation, has a powerful effect on improving how well employees do their jobs (Gibran & Ramadani, 2021; Harianja & Saputro, 2024; Komara & Rhamadhan, 2023; Ramadina et al., 2023; Ratnasari et al., 2019; Rosada & Febriana, 2021).

Motivation is formed from attitude (attitude) employees in facing work situations in the company (situation Motivation is a condition or energy that drives employees who are directed or aimed at achieving the goals of the company's organization (Gama & Astiti, 2020). Work motivation is the provision of a driving force that creates a passion for work for someone so that they are willing to cooperate, work effectively, and integrate with all their efforts to achieve goals (Soelistya et al., 2021). Providing motivation is very important in every company so that employees who have high work motivation will be able to encourage employees/workers to work more enthusiastically and can make a positive contribution to the work that has become their responsibility (Khaeruman et al., 2021). By fulfilling employee needs, leaders can inspire them to commit their talents and expertise to their jobs. This commitment is crucial for producing high-quality work that helps the organization achieve its objectives. Research shows that work motivation can improve employee performance positively and significantly for the organization (Daengs GS et al., 2024; Geopani et al., 2024; Harianja & Saputro, 2024; Komara & Rhamadhan, 2023; Rani & Rani, 2021), however research (Rosada & Febriana, 2021) states the opposite, that work motivation does not affect employee performance.

Job satisfaction is an employee's perspective, either positive or negative, on how they view and perform their work (Silaen et al., 2021). Job satisfaction can also be defined as an employee's feelings of pleasure or displeasure with their work, which can influence how they work (Gama & Astiti, 2020). Job satisfaction leads to better employee performance, as shown by increases in both the quality and quantity of their output. Research shows that job satisfaction can improve overall employee performance, including productivity, employee retention, and customer service quality (Djuli et al., 2023; Farsole, 2023; Harianja & Saputro, 2024; Ratnasari et al., 2019; Rosada & Febriana, 2021; Sabrina & Ikhsan, 2023).

The focus of this research is very important because it highlights the main factors that can drive employee performance improvement in the XYZ region, especially across the three operational areas of XYZ that are the subject of this study. By examining the role of "career development, motivation, and job satisfaction", this research not only enriches academic studies but also provides direction for the implementation of HR management policies to be more targeted. In addition to its internal benefits, the results of this study can also be applied by other companies in the oil and gas sector that are facing similar dynamics. Thus, this study makes a dual contribution: it provides a theoretical basis for the development of knowledge and presents practical solutions that can improve the quality of workforce management in strategic industries.

2. RESEARCH METHOD

Conducted from April to August 2025, this research focused on XYZ's three operational areas within the XYZ region. The location was selected due to a gap in existing studies regarding the performance of offshore employees, particularly those working at XYZ's offshore sites. Survey research is a method used to obtain data from certain natural (not artificial) places, but researchers carry out treatments in data collection, for example, by distributing questionnaires, tests, structured interviews and so on (treatments are not like in experiments) (Sugiyono, 2021, p. 6).

In this study, the target population was all employees of XYZ Operations at the Western Hub, totaling 232 people. From this population, the researcher used purposive sampling, a non-probability sampling technique based on specific criteria. The criteria set were employees who had at least one year of work experience at XYZ offshore. This consideration was important because employees with more than one year of experience were considered to be familiar with the work situation and operational dynamics, enabling them to provide more relevant and accurate information. The research data was collected through a questionnaire, the answers to which were measured using a Likert scale to determine the respondents' level of perception. Given the use of measurable instruments and number-based analysis, this research is classified as quantitative with statistical analysis as the data processing method.

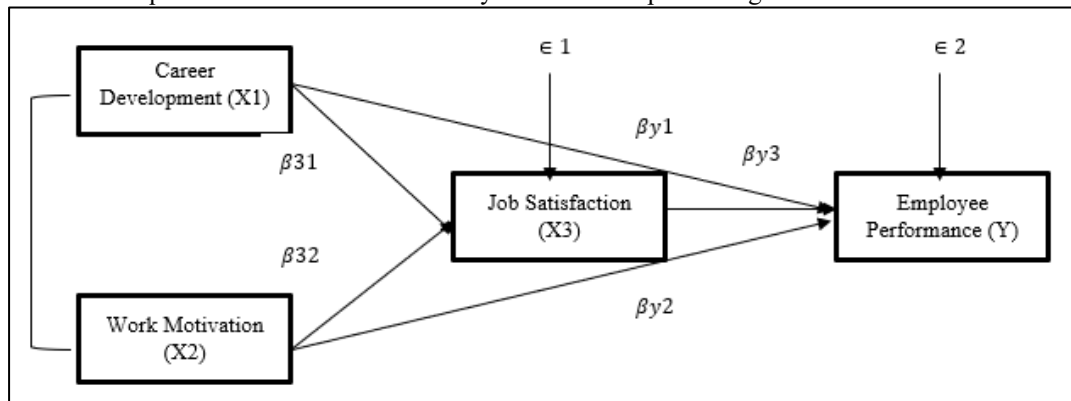


Chart 1. Path Analysis Diagram between Career Development, Motivation, and Satisfaction with the Performance of Offshore XYZ Employees

Description:

Y = Employee Performance Variable

X1 = Career Development Variable

X2 = Work Motivation Variable

X3 = Job Satisfaction Variable

ε1 = Residual Variable / Path Coefficient in Substructure 1

ε2 = Residual Variable / Path Coefficient in Substructure 2

β31 = Path Coefficient of the Influence of X1 on X3

β32 = Path Coefficient of the Influence of X2 on X3

βy1 = Path Coefficient of the Influence of X1 on Y

βy2 = Path Coefficient of the Influence of X2 on Y

βy3 = Path Coefficient of the Influence of X3 on Y

Data processing produces path coefficients (β), significance values (p-values), and error estimates (ϵ) that are used to test the five main hypotheses in this study. The final findings of this analysis serve as the basis for formulating conclusions and managerial implications, particularly in HR management in offshore work environments that are characterized by isolation, intensive workloads, and demand for sustainable performance.

3 RESULTS

3.1 Normality Test (Kolmogorov Smirnov Test)

The normality test is carried out to determine whether the data is normally distributed or can be approximated to a normal distribution (Dirwan, 2021:110).

Table 1. Results of the Kolmogorov-Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		147
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.16320030
Most Extreme Differences	Absolute	.092
	Positive	.082
	Negative	-.092
Test Statistic		.092

Asymp. Sig. (2-tailed)			.004 ^c
Monte Carlo Sig. (2-tailed)	Say.		.160 ^d
	95% Confidence Interval	Lower Bound	.153
		Upper Bound	.167

With a p-value of 0.160 from the Kolmogorov Monte Carlo test well above the 0.05 cutoff and a Normal P-P Plot showing data points clustering around a straight line, it's clear the regression equation is normally distributed. Consequently, the data for all variables affecting employee performance (Y) is suitable for further statistical testing.

3.2 Linearity Test

To test for linearity, a multicollinearity test is performed to see if the independent variables are closely related. If the tolerance value is over 0.1 or the VIF is under 10, then there is no multicollinearity.

Table 2. Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Career Development (X1)	0.244	4.106
	Work Motivation (X2)	0.306	3.263
	Job Satisfaction (X3)	0.172	5.821

a. Dependent Variable: Employee Performance (Y)

The results in Table 2 show that the tolerance values are above 0.1 and the VIF values are below 10. This confirms that the regression model is free of multicollinearity and is therefore appropriate for further analysis.

3.3 Homogeneity Test

To test if the research data was homogeneous, a heteroscedasticity test was performed to determine if there were unequal variances within the regression model.

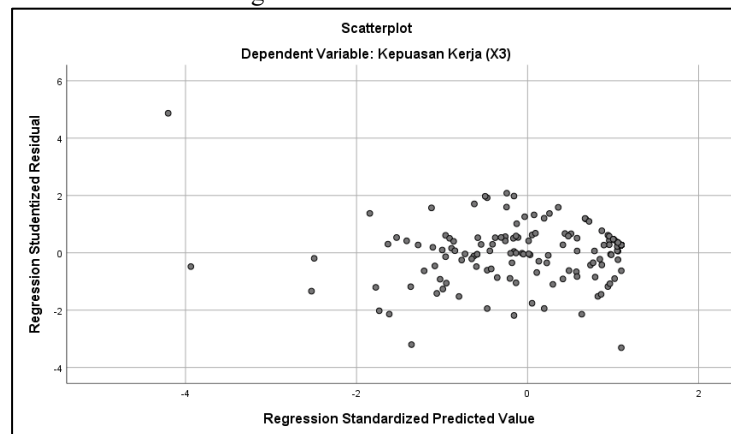


Figure 1. Scatterplot Diagram of Job Satisfaction Variable (X3)

Job satisfaction (X3) in Figure 1 lacks a distinct pattern; the data points are dispersed upwards on the Y-axis, suggesting the absence of heteroscedasticity.

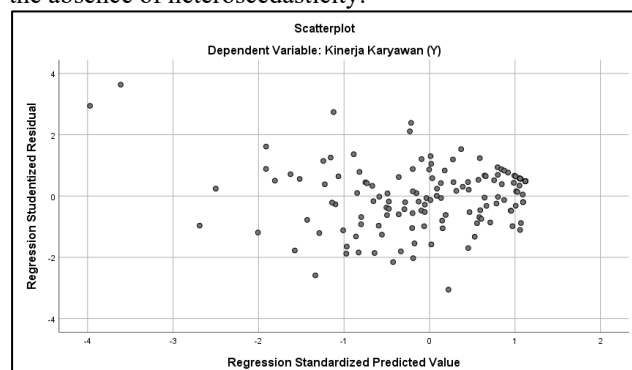


Figure 2. Scatterplot Diagram of Employee Performance Variable (Y)

The data for employee performance (Y) in Figure 2 lacks a clear pattern; since the points are dispersed upwards on the

Y-axis, it can be concluded that heteroscedasticity does not occur.

3.4 Structural Model of Relationships Between Variables

Table 3. Sub-Structural t-test 1 Influence of variable X_1 and X_2 against X_3

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.098	4.432		2.504	.013
	Career Development (X_1)	.694	.065	.560	10.746	.000
	Work Motivation (X_2)	.577	.073	.411	7.888	.000

a. Dependent Variable: Job Satisfaction (X_3)

From Table 3, it's clear that both career development and motivation have a significant impact on job satisfaction, as evidenced by their t-values surpassing the t-table threshold.

Table 4. Summary of Calculation Results and Substructure Path Coefficient Tests 1

Path	Path Coefficient	T count	T table	Sig.	Information
β_{31}	0,560	10,746	1,977	0,000 (< 0.05)	Has a direct positive and significant effect
β_{32}	0,411	7,888	1,977	0,000 (< 0.05)	Has a direct positive and significant effect

The R-squared value of 0.826 indicates that career development and work motivation together explain 82.6% of the variation in job satisfaction. The remaining 17.4% of the variation is due to other factors not included in the model. The residual coefficient (ϵ_1) is 0.417, representing the influence of these other variables.

3.5 Causal Relationship Model Between Sub-Structural Variables 2

The two-part structural model was previously introduced, and the results for the first substructure's coefficient tests have already been provided.

Table 5. Sub-Structural t-Test 2 Effect of Variable X_1 , X_2 , X_3 against Y

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	46.909	2.818		16.645	.000
	Career Development (X_1)	.180	.054	.330	3.333	.001
	Work Motivation (X_2)	.157	.054	.254	2.875	.005
	Job Satisfaction (X_3)	.124	.052	.283	2.398	.018

a. Dependent Variable: Employee Performance (Y)

Based on Table 5, the paths from career development, work motivation, and job satisfaction to employee performance are all significant since their t-values are higher than the critical t-table value of 1.977 at a 0.05 significance level.

Table 6. Summary of Calculation Results and Tests of Substructure Path Coefficients 2

Path	Coefficient Path	Tcount	Ttable	Sig.	Information
b_{y1}	0,330	3,333	1,977	0,001 ($< 0,05$)	Has a direct positive and significant impact
b_{y2}	0.254	2.875	1,977	0,005 ($< 0,05$)	Has a direct positive and significant impact
b_{y3}	0,283	2,398	1,977	0,018 ($< 0,05$)	Has a direct positive and significant impact

The coefficient of determination (Adjusted R-squared) shows that career development, work motivation, and job satisfaction explain 65.2% of the variance in employee performance. The influence of other variables is represented by a residual coefficient of 0.589.

3.6 Hypothesis Testing

Hypotheses are tested using a t-test at a 0.05 significance level. A hypothesis is supported if its calculated t-value is greater than the t-table value.

1. Career Development (X₁) has a direct effect on Job Satisfaction (X₃).

Since the t-value of 10.746 exceeds the t-value in the t-table of 1.977, it can be concluded that career development has a direct, positive, and significant effect on job satisfaction.

2. Work Motivation (X₂) has a direct effect on Job Satisfaction (X₃).

Since the t-value of 7.888 is greater than the t-value in the table of 1.977, the study can conclude that work motivation has a direct and significant effect on job satisfaction.

3. Career Development (X₁) has a direct effect on Employee Performance (Y).

Since the t-value of 3.333 is greater than the t-value in the table of 1.977, the study can conclude that career development has a direct and significant effect on employee performance.

4. Work Motivation (X₂) has a direct effect on Employee Performance (Y).

Since the t-value of 2.875 is greater than the t-value in the table of 1.977, the study can conclude that work motivation has a direct and significant effect on employee performance.

5. Job Satisfaction (X₃) has a direct effect on Employee Performance (Y).

Since the t-value of 2.398 is greater than the t-value in the table of 1.977, the study can conclude that job satisfaction has a direct and significant effect on employee performance.

4 DISCUSSION

4.1 Career Development (X₁) has a direct effect on Job Satisfaction (X₃)

The analysis shows that career development has a significant impact with an influence value of 0.560, indicating a strong relationship between the two variables. This means that employees who are given the opportunity to develop their careers will feel more valued, have clear future prospects, and ultimately be more satisfied at work. The validity of these results is supported by cumulative path coefficient testing and partial testing through correlation and t-tests, which consistently show a positive relationship. Thus, organizations in the XYZ region need to pay attention to improving career development programs as a key strategy for maintaining and increasing employee job satisfaction, especially in the offshore sector, which demands high commitment and motivation.

These findings confirm that employee job satisfaction in the XYZ region is greatly influenced by the extent to which the organization is able to provide clear and focused career development programs. Career development is not just about providing promotion paths, but also includes improving skills, strengthening individual potential, and providing opportunities for growth in line with professional needs and organizational targets. With clarity and consistency in this program, employees will feel valued, have direction in their career journey, and be more motivated at work. The impact is not only on increased job satisfaction, but also on strengthening employee self-development and performance quality on an ongoing basis. This shows that organizations need to make career development a key strategy in human resource management, especially in the challenging offshore sector.

Theoretically, this research is in line with the opinion (Abidin et al., 2022:12) states that career development is the result of an individual's process in carrying out a task or job which is marked by obtaining a level from one level to a better level than before by integrating career planning with the strategic direction of the organization. While Job satisfaction is a general attitude or feeling towards one's job as the difference between the amount of reward a worker receives and the amount of reward he or she believes he or she should receive (Robbins in Busro, 2023:101). Job satisfaction is the attitude and emotional response possessed by employees towards work situations determined by the achievement of results, meeting or exceeding expectations (Fattah, 2017:90). When employee off-shore in XYZ region accepts career development that is not directed or not in line with expectations will reduce enthusiasm in performing his duties. This decline in work enthusiasm is due to employee dissatisfaction. If employees off-shore in XYZ region receiving a targeted career development program will make employees enthusiastic about working because they know that there is career path which is clear and transparent, so that employee job satisfaction will also increase.

Empirically, this research supports previous relevant research by (Wau & Purwanto, 2021), (Ratnasari et al., 2019), (Komara & Rhamadhan, 2023), (Gibran & Ramadani, 2021; Harianja & Hendra Saputro, 2024; Larasati et al., 2021; Ramadina et al., 2023; Rosada & Febriana, 2021) which concluded that career development has a positive effect on employee job satisfaction.

4.2 Work Motivation (X₂) has a direct effect on Job Satisfaction (X₃)

The findings of the second hypothesis analysis confirm that work motivation plays an important role in shaping the job satisfaction of offshore employees in the XYZ region. Highly motivated employees tend to be more enthusiastic in carrying out their duties, feel more meaningful in their work, and have a positive attitude towards the organization. This has an impact on increasing their job satisfaction. The results of this study also show a significant relationship with a path coefficient value of 0.411, which means that work motivation is a fairly strong factor in determining the level of job satisfaction. Significance tests through t-tests and cumulative path analysis further reinforce the validity of these results. Thus, organizations need to pay attention to factors that can increase work motivation, such as providing rewards, recognizing performance, and providing opportunities for self-development, so that employee job satisfaction can continue to be improved.

The results of this study confirm the role of work motivation as one of the key factors that influence the job satisfaction of offshore employees in the XYZ region. Highly motivated employees tend to be more committed, enthusiastic, and demonstrate a positive attitude in carrying out their duties. This condition has a direct impact on increased job satisfaction, as employees feel that their work is in line with their internal drive and the external rewards they receive. These findings

also provide empirical evidence that companies need to pay more attention to the aspect of motivation, for example through reward systems, opportunities for self-development, and the provision of appropriate work challenges. This study provides empirical support for theories of motivation and job satisfaction. In line with Busro (2020:51), work motivation is understood as an internal force that drives individuals to act in order to achieve certain goals. In organizations, motivation provided in various forms, such as rewards, opportunities for self-development, and managerial support, can encourage employees to work more optimally. Furthermore, Fattah's (2017:90) view emphasizes that job satisfaction is a reflection of employees' emotional attitudes toward their work, which is influenced by the extent to which their work results are able to meet or even exceed expectations. Thus, this study shows a logical relationship: when work motivation is increased, employees will be more enthusiastic and engaged in their work, so that they feel greater satisfaction. This reinforces the link between motivation as a driver of work behavior and satisfaction as a psychological outcome felt by employees (Riwayati et al., 2024).

Empirically, this research supports previous relevant research by (Wau & Purwanto, 2021; Ratnasari et al., 2019; Komara & Rhamadhan, 2023; Lumentut & Dotulong, 2015; Yanti & Mukminin, 2021; Rulianti & Nurpibadi, 2023) consistently shows that motivation has a positive and significant effect on job satisfaction. This correlation provides a strong empirical basis that work motivation not only encourages employees to achieve targets, but also shapes a more positive emotional attitude towards their work. In other words, when employee motivation is maintained and increased, they will be more satisfied with their work, which ultimately has a positive impact on productivity and the achievement of organizational goals. This study reinforces this evidence and confirms the importance of management continuing to develop strategies to increase work motivation.

4.3 Career Development (X1) has a direct effect on Employee Performance (Y)

The results of this study prove that career development has a direct, positive, and significant effect on employee performance in the XYZ region with a coefficient value of 0.330. This figure shows that even though the effect is in the moderate category, career development remains an important factor that cannot be ignored in encouraging performance improvement. Employees who are allowed to develop their potential through training, skills improvement programs, promotions, and new skills acquisition will feel more valued and have a clear direction in their work. This condition ultimately encourages them to work with more enthusiasm, focus more on targets, and perform better. Path coefficient tests, correlation tests, and consistent t-tests supporting this relationship further strengthen the validity of the research findings (Markonah et al., 2024).

Empirically, this study confirms that career development not only serves as a means of improving competence but also as a strategic instrument for companies in boosting labor productivity. With clear career paths, employees will have a more focused future orientation, which in turn increases their loyalty and commitment to the company. This shows that companies in the XYZ region need to make career development one of their top priorities in human resource management policies.

Theoretically, this research is in line with (Yuliani, 2023, p. 110) who states that career development is defined as the acquisition of knowledge, skills and behavior that improves employee abilities carried out formally and continuously to achieve their career goals. Employee performance is the work results achieved by an individual or group of individuals within a company in accordance with their respective authorities and responsibilities in an effort to achieve company goals legally, without violating the law, and without conflicting with morals and ethics (Busro, 2023:89). If an employee receives career development, it will also improve their performance.

Empirically, this research supports previous relevant research. Previous research includes research by (Wau & Purwanto, 2021; Harianja & Hendra Saputro, 2024; Komara & Rhamadhan, 2023; Larasati et al., 2021; Ramadina et al., 2023; Ratnasari et al., 2019; Rosada & Febriana, 2021) which concluded that career development has a positive and significant effect on employee performance.

4.4 Work Motivation (X2) has a direct effect on Employee Performance (Y)

The results of the fourth hypothesis analysis show that work motivation plays an important role in influencing employee performance in the XYZ region, with a direct influence coefficient value of 0.254. This finding confirms that the level of employee performance is largely determined by the extent to which they are motivated to work. This means that when employees have intrinsic motivation, such as a sense of responsibility, enthusiasm for achievement, or inner satisfaction from their work, and are supported by extrinsic motivation in the form of rewards, incentives, and managerial support, their performance will also improve. Although this coefficient is not as high as other variables, it still shows a consistent, significant, and undeniable relationship (Laksamana et al., 2024).

More broadly, these results provide empirical evidence that companies in the XYZ region need to prioritize work motivation in their human resource management strategies. Motivation can be increased by providing a conducive work environment, giving fair rewards, developing an incentive system, and ensuring effective communication between leaders and subordinates. If these factors are managed and monitored properly, employee motivation will be maintained, leading to improved performance at both the individual and organizational levels.

Theoretically, this research is in line with the opinion (Afandi, 2018: 24) motivation is a desire that arises from within a person or individual because they are inspired, encouraged and driven to carry out activities with sincerity, joy and earnestness so that the results of the activities they carry out produce good and quality results. Meanwhile, employee performance is essentially a reflection of a combination of several important factors, namely ability, effort, and opportunity. Performance is defined as a person's level of achievement in carrying out assigned tasks based on certain standards or criteria (Metris et al., 2024, p. 77). If an employee is motivated, it will also improve his performance.

Empirically, this research supports previous relevant research, including by (Wau & Purwanto, 2021; Harianja & Hendra Saputro, 2024; Hermina & Yosepha, 2019; Komara & Rhamadhan, 2023; Larasati et al., 2021; Rani & Rani, 2021; Ratnasari et al., 2019) which concluded that motivation has a positive and significant effect on employee performance.

4.5 Job Satisfaction (X3) has a direct effect on Employee Performance (Y)

The results of the analysis of the fifth hypothesis prove that job satisfaction plays an important role in determining employee performance in the XYZ region with a direct influence value of 0.283. This means that the level of performance shown by employees, whether high or low, is greatly influenced by the extent to which they feel satisfied with their work. When aspects of job satisfaction such as recognition, a comfortable work environment, relationships with superiors and colleagues, and opportunities for self-development are adequately fulfilled, employees tend to perform optimally. Conversely, low job satisfaction has the potential to reduce motivation, thereby negatively impacting performance.

With the acceptance of this fifth hypothesis, the study provides empirical confirmation that job satisfaction is one of the key factors that should not be overlooked in efforts to improve performance in the XYZ region. The implication is that companies need to focus on strategies that can increase job satisfaction, such as providing fair incentives, a conducive work environment, and clear career opportunities. This not only boosts employee morale, but also has a direct impact on their effectiveness, productivity, and contribution to organizational goals. Thus, job satisfaction can be viewed as a strategic investment that can generate sustainable performance improvements.

Theoretically, this research aligns with the opinion (Fattah, 2017:90) that stated that job satisfaction is the attitude and emotional response held by employees towards work situations that are determined by the achievement of results, meeting or exceeding expectations. Job satisfaction characteristics will essentially influence how employees carry out their daily tasks and responsibilities. An employee who feels satisfied with their job generally displays a positive attitude, is more enthusiastic, and is able to contribute their best to the organization. On the other hand, employee performance can be understood as the end result formed from a combination of three important elements, namely ability, effort, and opportunity. Performance is defined as a person's level of achievement in carrying out assigned tasks based on certain standards or criteria (Metris et al., 2024, p. 77). When an employee gets job satisfaction, it will improve his performance. Empirically, this research supports previous relevant research, including research by (Wau & Purwanto, 2021; Harianja & Hendra Saputro, 2024; Komara & Rhamadhan, 2023; Rosada & Febriana, 2021; Fajri et al., 2022) found that job satisfaction has a positive and significant effect on employee performance. The findings in this study also serve as additional confirmation of previous results, which emphasize that job satisfaction is one of the key factors in driving productivity and performance quality. This shows that the psychological and emotional aspects of employees, such as satisfaction with their work, play a major role in determining their effectiveness in completing tasks. Thus, companies need to pay serious attention to job satisfaction factors in order to maintain and improve the performance of their human resources.

5 CONCLUSION

The results show that career development affects job satisfaction by 0.560 and performance by 0.330, while work motivation affects job satisfaction by 0.411 and performance by 0.254. In addition, job satisfaction affects performance by 0.283. The results show that career development, work motivation, and job satisfaction have a direct, positive, and significant effect on employee performance in the XYZ region. These findings imply that companies need to strengthen their career development strategies, provide continuous motivation, and create conditions that can increase job satisfaction, as these three aspects have been proven to be key factors in driving employee productivity and performance. For management, it is recommended to expand more structured career development programs, provide adequate rewards, and create a conducive work environment to increase employee motivation and job satisfaction. Further research could examine other factors that could potentially affect employee performance, such as leadership style, organizational culture, and technological support. In addition, further research could also expand the scope of the research objects and locations so that the results are more generalizable and provide a more comprehensive picture of human resource management practices in various industrial sectors.

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