

The Effect Of Career Development And Work Motivation On The Performance Of Employee At The Cirebon Regency Health Department

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Abstract

The development of public sector organizations requires employees to perform optimally in providing services to the community. The Cirebon Regency Health Office, as a government agency engaged in health services, needs employees who possess competence, responsibility, and a high work ethic. This study aims to determine the influence of career development and work motivation on the performance of employees at the Cirebon Regency Health Office. This study employs a quantitative method with an associative approach. Data analysis techniques include validity tests, reliability tests, normality tests, multicollinearity tests, multiple linear regression analysis, t-tests, F-tests, and the coefficient of determination, utilizing IBM SPSS Statistics version 26 for Windows. The results indicate that, individually, in the t-test for variable X1, with a calculated t-value of 1.146 and a significance level of 0.254 ($0.254 > 0.05$) career development does not significantly affect employee performance, whereas for variable X2, with a t-value of 5.343 and a significance level of 0.000 ($0.000 < 0.05$) work motivation has a positive and significant effect on employee performance. Collectively, In the simultaneous analysis using the F-test, the calculated F-value was 23.812 with a significance level of 0.000 (below the 0.05) career development and work motivation significantly influence the performance of employees at the Cirebon Regency Health Office. Thus, work motivation is the more dominant factor in enhancing employee performance; however, career development must still be prioritized to ensure more optimal human resource management.

Keywords: Career Development, Work Motivation, Employee Performance, Government Agency, Public Sector.

INTRODUCTION

In recent years, there has been growing attention to the topics of career development and work motivation, particularly due to the advancement of globalization, digitalization, and changes in the dynamics of the public service sector, especially in the field of health care. Changes in the workplace driven by technological advancements, competition for efficiency, and the need for quality health care have prompted organizations in various countries to prioritize workforce management. International research, such as that conducted by the Kitsios & Kamariotou (2021) indicates that the success of a healthcare organization depends on the capabilities and work motivation of its employees, which are influenced by curiosity and opportunities for career development. In the healthcare sector, low work motivation can lead to a decline in service quality, but structured career development can enhance employee engagement and performance (Gibran & Ramadani, 2021).

At the national level, bureaucratic reform and decentralization require civil servants (ASN) to remain adaptable, creative, and focused on results. However, several reports indicate that the work motivation of civil servants remains inconsistent, and their career growth has not yet been fully integrated into the local government's human resource management system (Hia et al., 2023). This leads to decreased performance, increased resignation rates, and suboptimal achievement of organizational goals. Career development is a component of work that helps employees plan their future within the company, so that both the company and the employees can grow to their full potential (Fonataba et al., 2024). Career development is an effort undertaken by an individual or a company to enhance abilities and skills so that tasks and responsibilities

within the company can be fulfilled. Additionally, career development helps enrich individual capabilities and supports the achievement of company goals (Hidayat et al., 2025).

Although many previous studies have addressed this topic, most have focused on the private sector or educational institutions, while variables such as career development and work motivation have not been extensively studied specifically within the context of District or City Health Offices. Work motivation and the desire for career growth are important factors that influence how employees perform in the healthcare setting (Mardianty & Sari, 2025). Providing motivation means encouraging employees to dare to strive and behave in the right way, so they can achieve the set goals (Tarae & Sundari, 2024). Motivation is something that can help a person work with enthusiasm, desire, and a strong sense of responsibility (Mellyani et al., 2025).

The Cirebon Regency Health Office, as a public service institution, plays a crucial role in ensuring the quality of health services provided to the community. However, it faces several challenges, such as limited human resources, an excessively heavy workload, as well as a lack of opportunities for career development and a lack of optimal work motivation. These issues lead to decreased productivity, reduced service quality, and lower community satisfaction. According to previous research, 61.6% of the public reported being somewhat dissatisfied with the services provided (Santi et al., 2023). Studies in the fields of health and public organizations indicate that structured career development and high work motivation can enhance productivity, discipline, and employee focus on goals (Wau, 2021).

Conceptually, career development encompasses various activities carried out by organizations, such as providing promotion pathways, training programs, job rotations, and assistance with employee career planning. The goal is for employees to see a clear and attractive career path within the organization. Research in various government agencies and health services indicates that organized career development has a positive correlation with improved employee performance, both in terms of work ability and job satisfaction, as employees feel they have opportunities to grow and the organization genuinely invests time and resources to support them. Evidence-based research in various district and provincial health departments demonstrates a relationship between career development and employee performance, with a significant contribution to differences in performance levels (Ida Pratiwi & Nurhidayati, 2024).

Several studies conducted within district and city health departments indicate that work motivation significantly impacts employee performance indicators, such as the level of performance in administrative and technical tasks, as well as the quality of clinical services at community health centers. For example, a study conducted at the Parepare City Health Department showed a positive and significant correlation between work motivation and employee performance. As employees' work motivation increases, their performance improves. High motivation can encourage employees to achieve their work goals and inspire them to continue striving to deliver satisfactory results and improve work quality within the organization or institution. These findings support the argument that boosting work motivation is a successful strategy for addressing performance issues in the regional health sector, as noted by (Sudirman, Usman, 2021).

Recent evidence also supports this relationship. A study by Sari *et al.* (2022) at the Pekanbaru City Health Office found that work motivation significantly improved employee performance both directly and indirectly through job satisfaction, suggesting that motivated employees tend to demonstrate greater commitment and productivity. Likewise, Firmansyah *et al.* (2024) reported that work motivation had a positive and significant effect on employee performance at the Garut District Health Office, indicating that motivated employees were more capable of achieving organizational targets and delivering quality public health services. Furthermore, Baihaqi *et al.* (2024) demonstrated that work motivation played a mediating role in the relationship between work environment, competence, and employee performance at the Indramayu District Health Office. Their findings suggest that strengthening employees'

motivation can maximize the positive effects of competence and a supportive work environment on performance.

This study is expected to help deepen our understanding of career development and work motivation theories within public organizations, particularly at the Regional Health Office. The findings indicate that theories regarding career development and work motivation still need further refinement in the context of government. This is because the work environment for healthcare workers differs from that of the private sector or the education sector. This study helps enrich our understanding of how to build a career systematically, opportunities to advance to higher positions, and phased training programs, which can boost employees' work morale, thereby impacting their work performance.

RESEARCH METHODS

This study employs an associative quantitative research design to analyze the relationship between the variables of Career Development and Work Motivation on Employee Performance at the Cirebon Regency Health Office. The independent variables in this study consist of Career Development (X1) and Work Motivation (X2), while Employee Performance (Y) serves as the dependent variable.

The sample size was calculated using Solvin's formula (Septiani *et al.*, 2020):

$$N = \frac{N}{1 + Ne^2}$$

The sample size was determined using Solvin's formula with a 5% margin of error. As a result, the number of people in the sample was rounded up to 117 respondents. The people involved in this study were employees from the Cirebon Regency Health Office, and there were 117 participants in total.

The study used both primary and secondary data sources. Primary data is usually gathered by observing, talking to people, filling out forms, doing experiments, or taking direct measurements in the field, based on what the research is trying to find out (Sugiyono, 2020). In this study, the researchers collected main data by giving out questionnaires. A questionnaire with a 1 to 5 scale was used. People were asked to share their opinions on each statement, choosing from 'Strongly Disagree' (1) to 'Strongly Agree' (5). Secondary data is collected by the researcher from existing sources that were created by others, like books, journal articles, government reports, statistical information, archives, and other official documents (Sugiyono, 2020). Secondary data is collected from reports, publications, and earlier studies that are related to career development, work motivation, and employee performance.

Data were analyzed using multiple linear regression via statistical software (SPSS) version 26 for Windows. The analysis process included instrument validity and reliability tests, classical assumption tests (normality test, multicollinearity test), hypothesis testing including partial significance tests (t-test), simultaneous significance tests (F-test), and the coefficient of determination

RESULTS AND DISCUSSION

Result

Validity Test

Table 1. Validity Test Results

Variable	Indicator	Calculated r	Table r	Description
Career Development (X1)	X1.1	0,640	0,181	Valid
	X1.2	0,663	0,181	Valid
	X1.3	0,656	0,181	Valid
	X1.4	0,602	0,181	Valid
	X1.5	0,772	0,181	Valid
	X1.6	0,686	0,181	Valid
	X1.7	0,538	0,181	Valid
	X1.8	0,621	0,181	Valid
	X1.9	0,728	0,181	Valid
	X1.10	0,527	0,181	Valid
Work Motivation (X2)	X2.1	0,498	0,181	Valid
	X2.2	0,266	0,181	Valid
	X2.3	0,633	0,181	Valid
	X2.4	0,504	0,181	Valid
	X2.5	0,481	0,181	Valid
	X2.6	0,620	0,181	Valid
	X2.7	0,448	0,181	Valid
	X2.8	0,655	0,181	Valid
	X2.9	0,674	0,181	Valid
	X2.10	0,466	0,181	Valid
Employee Performance (Y)	Y1	0,508	0,181	Valid
	Y2	0,349	0,181	Valid
	Y3	0,495	0,181	Valid
	Y4	0,538	0,181	Valid
	Y5	0,571	0,181	Valid
	Y6	0,500	0,181	Valid
	Y7	0,612	0,181	Valid
	Y8	0,593	0,181	Valid
	Y9	0,586	0,181	Valid
	Y10	0,433	0,181	Valid

Source: Data Processed by SPSS 26 for Windows

Based on the summary table above, it can be concluded that all statement items (30 items) used to measure the variables Career Development (X1), Work Motivation (X2), and Employee Performance (Y) have been declared valid. This is because each statement has a calculated r-value greater than 0.181 (table r) and a significance level (Sig. 2-tailed) less than 0.05. By meeting these criteria, all instruments in this study are considered valid and capable of accurately measuring the research variables.

Reliability Test

Table 2. Results of the Career Development Reliability Test

Reliability Statistics

Cronbach's Alpha	N of Items
.843	10

Source: Data Processed by SPSS 26 for Windows

Based on the reliability test results shown in the table above, a Cronbach's Alpha value of 0.843 was obtained for this variable, with a total of 10 statements. In quantitative research, an instrument is considered reliable or consistent if the Cronbach's Alpha value exceeds the minimum standard of 0.70. Since the value of 0.843 ($0.843 > 0.70$) is greater than the specified threshold, it can be concluded that this research instrument has a very high level of reliability (very strong) or that this test can be deemed reliable.

Table 3. Results of the Work Motivation Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.703	10

Source: Data Processed by SPSS 26 for Windows

Based on the reliability test results in the table above, a Cronbach's Alpha value of 0.703 was obtained for this variable, with a total of 10 items. In quantitative research, an instrument is considered reliable or consistent if the Cronbach's Alpha value reaches a figure above the minimum standard of 0.70. Since the figure 0.703 ($0.703 > 0.70$) is greater than the specified threshold, it can be concluded that this research instrument has a very high level of reliability (very strong) or that this test can be deemed reliable.

Table 4. Results of the Employee Performance Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.795	10

Source: Data Processed by SPSS 26 for Windows

Based on the reliability test results shown in the table above, a Cronbach's Alpha value of 0.795 was obtained for this variable, which consists of 10 items. In quantitative research, an instrument is considered reliable or consistent if the Cronbach's Alpha value reaches a figure above the minimum standard of 0.70. Since the figure 0.795 ($0.795 > 0.70$) is greater than the specified threshold, it can be concluded that the research tool has a very high (very strong) level of reliability, or this test can be deemed reliable.

Normality Test

Table 5. Results of the Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		117
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.84246971
Most Extreme Differences	Absolute	.091
	Positive	.091
	Negative	-.052
Test Statistic		.091
Asymp. Sig. (2-tailed)		.018 ^c

Monte Carlo Sig. (2-tailed)	Sig.		.271 ^d
	99% Confidence Interval	Lower Bound	.259
		Upper Bound	.282
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. Based on 10000 sampled tables with starting seed 299883525.			

Source: Data Processed by SPSS 26 for Windows

The test results show that the Monte Carlo significance value is 0.271, which is greater than the commonly used significance level of 0.05 ($0.271 > 0.05$). Although the previous Asymp. value showed a value of 0.018, which is smaller than 0.05. By using the Monte Carlo method at a 99% confidence level, it can be seen at that the residuals from the regression model do indeed follow a normal distribution. Therefore, the normality requirement in this study has been met.

Multicollinearity Test

Table 6. Results of the Multicollinearity Test								
Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	17.519	3.494		5.013	.000		
	Career development	.073	.064	.104	1.146	.254	.754	1.326
	Work motivation	.522	.098	.484	5.343	.000	.754	1.326
a. Dependent Variable: Employee Performance								

Source: Data Processed by SPSS 26 for Windows

A multicollinearity test was conducted to ensure that there were no overly strong relationships among the independent variables in the regression model that could affect the analysis results. The test results showed that the Career Development (X1) and Work Motivation (X2) variables had a Tolerance value of 0.754, which is greater than 0.10. This is supported by a VIF value of 1.32 ($VIF\ 1.32 < 10$). Based on these decision criteria, it can be concluded that this regression model does not suffer from multicollinearity.

Multiple Linear Regression Analysis

Table 7. Multiple Linear Regression Analysis						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.519	3.494		5.013	.000
	Career Development	.073	.064	.104	1.146	.254
	Work Motivation	.522	.098	.484	5.343	.000

a. Dependent Variable: Employee Performance

Source: Data Processed by SPSS 26 for Windows

The regression analysis revealed differences in the effects of the Career Development (X1) and Work Motivation (X2) variables on Employee Performance (Y). Specifically, the career development variable was found to have no significant effect, as indicated by a significance value (Sig.) of 0.254, which exceeds the standard threshold of 0.05. The work motivation variable, however, demonstrated a positive and significant effect on employee performance, with a Sig. value of 0.000, which is substantially lower than 0.05.

Mathematically, the resulting regression equation is $Y = 17.519 + 0.073 X1 + 0.522 X2$. The interpretation of the constant value of 17.519 is that if the career development and work motivation variables are at zero, employee performance will remain at 17.519 units. Furthermore, the regression coefficient for X1 of 0.073 indicates that a one-unit increase in career development is associated with only a very minimal and insignificant increase in employee performance. Conversely, the coefficient for X2 of 0.522 indicates that a one-unit increase in work motivation is correlated with an increase in employee performance of 0.522 units.

Coefficient of Determination (R^2) Test

Table 8. Results of the Coefficient of Determination (R^2) Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.543 ^a	.295	.282	2.86730
a. Predictors: (Constant), Work Motivation, Career Development				

Source: Data Processed by SPSS 26 for Windows

Based on the Model Summary table above, the results of the coefficient of determination test show that the R-Square value is 0.295. This value indicates that the variables Career Development (X1) and Work Motivation (X2) together account for 29.5% of the variance in the Employee Performance (Y) variable. Meanwhile, the remaining 70.5% (the result of 100% minus 29.5%) is influenced by other factors outside this research model that have not yet been studied, such as workload levels, work environment conditions, or leadership styles. An R value of 0.543 indicates a fairly strong relationship between the independent and dependent variables. Overall, these results suggest that while motivation and career play an important role, there are still external factors that exert a greater influence in determining changes in employee performance within the organization.

Based on the Model Summary table, the Adjusted R-Square value of 0.282 provides a more precise indication of the independent variables' contribution to this research model. The value of 0.282 indicates that the variables Career Development and Work Motivation directly account for 28.2% of the variation in Employee Performance. The small difference between R-Square (0.295) and Adjusted R-Square (0.282) indicates that the regression model is sufficiently accurate and realistic. Thus, it can be concluded that career development and work motivation have a significant influence on improving the performance of employees at the Cirebon Regency Health Office.

T-Test (Partial)
Table 9. T-Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.519	3.494		5.013	.000
	Pengembangan Karir	.073	.064	.104	1.146	.254
	Motivasi Kerja	.522	.098	.484	5.343	.000
a. Dependent Variable: Employee Performance						

Source: Data Processed by SPSS 26 for Windows

T-test analysis, as shown in the table above, provides conclusions regarding the significance of the partial effects of each independent variable on the dependent variable. Specifically, for the total X1 variable, a calculated t-value of 1.146 was obtained with a significance level of 0.254. Given that this significance value exceeds the 0.05 threshold ($0.254 > 0.05$), it can be concluded that total X1 does not have a significant effect on total Y. Thus, fluctuations or changes in variable X1 are not shown to produce a substantial impact on the variation in Y values.

Furthermore, regarding the total X2 variable, a calculated t-value of 5.343 was identified, accompanied by a significance level of 0.000. Since this significance level is substantially lower than 0.05 ($0.000 < 0.05$), it can be concluded that the total X2 variable has a positive and significant effect on total Y. The positive regression coefficient of 0.522 indicates a direct relationship. When viewed from a comparison of the Standardized Beta Coefficient values, it is evident that the total X2 variable (0.484) demonstrates a significantly more dominant level of contribution in influencing the dependent variable, compared to total X1 (0.104).

F-Test (Simultaneous)

Table 10. Results of the F-Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	391.532	2	195.766	23.812	.000 ^b
	Residual	937.238	114	8.221		
	Total	1328.769	116			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Motivation, Career Development						

Source: Data Processed by SPSS 26 for Windows

Simultaneous analysis using the F-test yielded a calculated F-value of 23.812 with a significance level of 0.000. Since this significance level is below the 0.05 threshold, it can be concluded that the variables of career development and work motivation collectively have a significant effect on employee performance at the Cirebon Regency Health Office. Therefore, the regression model applied in this study is considered valid and relevant for elucidating the relationship between the independent variables and the dependent variable.

Furthermore, based on the Sum of Squares calculation, it was identified that the total variation in employee performance reached 1,328.769. Of this amount, the variation accounted for by career development and work motivation was 391.532, while the remaining variation of 937.238 was attributed to other variables outside the scope of the study. When measured using the coefficient of determination (R^2), a value of 0.295, or 29.5%, was obtained. The implication of this finding is that career development and work motivation contribute to explaining 29.5% of the variation in employee performance. The remaining 70.5% of the variation is assumed to be influenced by external factors not included in the scope of this study, such as the work environment, job satisfaction, organizational culture, and other aspects.

Discussion

The Effect of Career Development on Employee Performance

From the results of the partial test data analysis (T-test), a calculated t-value of 1.146 was obtained, with a Sig. value of 0.254, which is greater than the significance level of 0.05 ($0.254 > 0.05$). This indicates that career development does not have a significant effect on employee performance. The regression coefficient obtained, 0.073, indicates that an increase in career development contributes only a very small and insignificant amount to an increase in employee performance.

In a study conducted by Larasati *et al.* (2021) on the influence of work motivation and career development on employee performance, it was found that career development does not have a significant influence on employee performance. This is evident from the significance value of 0.379, which is greater than 0.05, meaning that career development has not yet been able to serve as a factor that directly improves performance. These findings suggest that available career opportunities do not necessarily directly encourage employees to perform better unless accompanied by other factors, such as motivation, organizational support, or supportive work conditions. These results align with this study, where career development also did not have a significant effect on the performance of employees at the Cirebon Regency Health Office.

Similar results were also found in the study Rozy (2021) which examined the work environment, career development, work motivation, and employee performance. In their study, career development was not found to have a significant direct impact on employee performance. This indicates that career development programs do not always directly lead to improved work outcomes, especially if employees have not yet experienced tangible benefits from the program in their daily tasks. In other words, career development must be supported by work motivation and a positive work environment to have a stronger impact on employee performance.

Furthermore, the study by Hapsoro *et al.* (2022) explains that career development has a negative and insignificant influence on employee performance. In that study, factors such as motivation and training played a more significant role in improving performance compared to career development. This indicates that employees tend to prioritize factors directly related to their work, such as work incentives, skill enhancement, and training tailored to their job requirements. Therefore, the lack of significance of career development in this study can be understood because career development is not necessarily perceived as a primary need by employees in improving their performance.

The Effect of Work Motivation on Employee Performance

From the results of the partial test data analysis (T-test), a calculated t-value of 5.343 was obtained, with a Sig. value of 0.000, which is also smaller than the significance level of 0.05

(0.000 < 0.05). This indicates that work motivation has a positive and significant impact on employee performance. The regression coefficient obtained is 0.594, indicating that each unit increase in work motivation is correlated with an increase in employee performance. Additionally, the standardized beta coefficient of 0.522 underscores that work motivation is the most dominant variable in explaining the variance in employee performance.

Theoretically, as explained by Michael Galanakis & Giannis Peramatzis (2022) motivators arise from a sense of joy originating from within an individual. In addition to responsibility and learning opportunities, recognition of effort, achievements, progress, and growth are also factors that can motivate a person. If the results are poor, it is usually because the individual feels bored with the assigned tasks.

The findings of this study align with research by Sudirman & Usman (2021) which states that high motivation encourages employees to achieve goals and drives them to be more motivated in producing performance. The higher an employee's level of motivation, the more their performance will improve.

Research by Aulia, Mukhlis, and Mukminin (2024) also indicates that work motivation is a key factor in improving employee performance. The findings suggest that work motivation, along with work discipline, is associated with improved employee performance; thus, the higher an employee's work motivation, the better the results they deliver to the organization.

Another study conducted by Palupi, Herawati, dan Rostyaningsih (2025) also indicates that work motivation has a positive and significant influence on employee performance. These findings reinforce the notion that employees with high motivation tend to perform more effectively, both in terms of the quality and quantity of their work. Work motivation serves as an internal driving force that makes employees more diligent, committed, and eager to achieve better results within a government organizational setting.

Furthermore, the study by Ariandi, Junengsih, dan Saputro (2023) indicates that work motivation has a positive and significant effect on employee performance. Although this study was conducted in the private sector, the results remain relevant as they demonstrate that motivation is a key factor in enhancing individual performance within an organization. The higher an employee's work motivation, the greater their drive to complete tasks effectively, on time, and in accordance with their assigned responsibilities.

The Simultaneous Influence of Career Development and Work Motivation on Employee Performance

Statistical analysis using a simultaneous test (F-test) yielded a calculated F-value of 23.812 with a significance level of 0.000. This finding indicates that career development and work motivation simultaneously exert a significant influence on employee performance. Thus, these results suggest that both independent variables collectively have the capacity to explain variability in employee performance. For further data results, the Adjusted R-Square coefficient of 0.282, or equivalent to 28.2%, indicates that 28.2% of the variation in employee performance can be explained by career development and work motivation. Meanwhile, the remaining 71.8% is assumed to be influenced by other factors not included in the scope of this study, such as leadership style and organizational culture.

From a theoretical perspective, according to Mathias & Jackson (2001) in Yuniarti *et al.* (2021) employee performance is a method of evaluating the work results achieved by an employee, compared to the standards set by the organization. This evaluation is based on the quality and quantity of work completed in accordance with the assigned responsibilities. There are three key factors in evaluating an individual's performance: their ability to complete assigned tasks, the effort exerted, and the support provided.

The findings of this study are consistent with previous research, as highlighted by Mardianty & Sari (2025) which confirms that career development and work motivation simultaneously have a significant impact. Effective and well-directed career development can

boost employee morale because they feel valued and have opportunities to grow within the organization. Employees will be more enthusiastic and strive to perform well if they see a clear career path and receive support in the form of training and skill development. When employees feel motivated, they will be more enthusiastic, more responsible, and more focused on their work.

Research by Pramono dan Nopritama (2020) indicates that career development and work motivation simultaneously influence employee performance. The F- test results show that career development and work motivation simultaneously influence employee performance. This study also shows that these two variables contribute 35.1% to employee performance. Clear career development can provide hope and opportunities for employees to grow, while work motivation encourages employees to perform their duties better. Thus, if career development and work motivation are managed optimally, employee performance can also improve.

Larasati *et al.* (2021) also confirm that work motivation and career development simultaneously influence employee performance. These findings reinforce the notion that performance is influenced not only by employees' intrinsic work motivation but also by opportunities for growth within the organization. Employees who feel they have opportunities to advance their careers will be more motivated to work diligently, especially when supported by high work motivation. Therefore, the combination of career development and work motivation can be a key factor in enhancing employee performance.

Furthermore, research by Sari dan Gani (2025) indicates that career development and work motivation are interrelated in influencing employee performance. This study explains that career development can provide a clear direction for employees to improve their skills and achieve better job levels, while work motivation can encourage employees to be more enthusiastic in carrying out their duties. With good career development and high work motivation, employees will be more motivated to improve work quality, responsibility, and productivity within the organization.

CONCLUSION

Based on the data analysis conducted, this study identified several key findings regarding the impact of career development and work motivation on employee performance at the Cirebon Regency Health Office.

First, based on a detailed analysis, it turns out that the career development variable does not have a significant impact on employee performance. Analysis using the T-test, concluding on the significance of the partial effect of each independent variable on the dependent variable. Specifically, for the variable total X1, the calculated t-value is 1.146 with a significance level of 0.254. Since the significance value is above the threshold of 0.05 ($0.254 > 0.05$), it can be concluded that total X1 does not have a significant effect on total Y. Therefore, changes or adjustments in the variable X1 are not proven to have a major impact on the variation in the value of Y. This shows that the current career development initiatives are not effective enough in directly improving performance. This situation might happen because the career development program is not being carried out well, including unclear promotion paths, limited training facilities, or employees not seeing much career opportunity available.

Second, the work motivation variable was found to have a positive and significant effect on employee performance. The t-value calculated was 5.343, with a significance level of 0.000. Therefore, since the significance value is substantially lower than 0.05 ($0.000 < 0.05$), it can be concluded that the variable total X2 has a positive and significant effect on total Y. The positive regression coefficient of 0.522 shows there is a direct relationship. When comparing the Standardized Coefficients Beta values, it is clear that the variable total X2 with a value of 0.484

has a significantly greater impact on the dependent variable compared to total X1 with a value of 0.104. This result shows that when an employee's work motivation is higher, their performance tends to be better. Work motivation acts as a main driver that can boost employees' enthusiasm, sense of responsibility, and productivity when performing their tasks.

Third, at the same time, career development and job motivation have a big impact on employee performance. A simultaneous analysis using the F test resulted in an F value of 23.812 with a significance level of 0.000. The significance value is below the 0.05 threshold, so it can be concluded that the variables career development and work motivation together have a significant effect on employee performance. Further, based on the Sum of Squares calculation, it was identified that the total variation in employee performance reached 1328.769. From that total, the variation explained by career development and work motivation is 391,532, while the remaining variation of 937,238 is attributed to other variables outside the scope of this study. This shows that while career development alone may not have a big impact, when combined with work motivation, both factors still help improve performance. When measured using the coefficient of determination (R^2), the result is 0.295, which is equivalent to 29.5%. This means that career development and work motivation help explain 29.5% of the differences in employee performance. The remaining 70.5% of the variation is assumed to be influenced by external factors not covered in this study, such as work environment, job satisfaction, organizational culture, and other similar aspects.

Overall, this study confirms that work motivation has a greater influence on employee performance than career development. Therefore, organizations should focus more on human resource management strategies that enhance work motivation, while still paying attention to the importance of improving a career development system that is more organized, transparent, and sustainable.

The implications of this research suggest that the Cirebon Regency Health Office needs to formulate policies that can boost employee work motivation through rewards, recognition, and the creation of a positive work environment. Additionally, the career development system must be improved to be clearer, fairer, and capable of providing real opportunities for employees to continue growing.

This study has limitations regarding the number of variables analyzed; therefore, for future research, it is recommended to include other variables such as job satisfaction, leadership style, and organizational culture to obtain a more comprehensive picture of the factors influencing employee performance.

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