

MAPPING IDEA & LITERATURE FORMAT | RESEARCH ARTICLE

The Effect of Motivation, Work Discipline, and Career Development on Civil Servant Performance Mediated by Job Satisfaction

A. Mashuri Djabiruddin¹, Mappamirng², Yana Fajriah³

^{1,2,3} Magister of Management, STIEM Bongaya, Makassar, Indonesia. Email: adjabiruddin@gmail.com

ARTICLE HISTORY

Received: February 11, 2025

Revised: May 29, 2025

Accepted: June 30, 2025

DOI

<https://doi.org/10.52970/grmilf.v5i2.1884>

ABSTRACT

This study aims to analyze the influence of motivation, work discipline, and career development on the performance of Civil Servants (ASN) through job satisfaction as a mediating variable at the Regional Revenue Agency of South Sulawesi Province. This research employs a quantitative approach, utilizing a survey method with data collected through questionnaires distributed to the entire population, comprising 55 respondents. The data analysis technique used is Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that motivation, work discipline, and career development have a positive and significant effect on team members' job satisfaction. Furthermore, job satisfaction has a positive and significant impact on the performance of civil servants. Additionally, job satisfaction significantly mediates the relationship between motivation, work discipline, and career development and performance. These findings underscore the importance of enhancing motivation, discipline, and career development as strategies to optimize employee performance and increase job satisfaction.

Keywords: Motivation, Work Discipline, Career Development, Job Satisfaction, Civil Servant Performance.

I. Introduction

The dynamics of modern organizations have shifted significantly from individual-based work structures toward team-based systems, requiring more complex interpersonal competencies within both private and public institutions. Team effectiveness is influenced not only by technical capabilities but by employees' interpersonal skills, including open communication, cooperation, conflict resolution, information sharing, and the ability to prioritize collective goals over personal interests. These competencies constitute essential organizational social behaviors that determine how well individuals perform in teamwork settings. Within public-sector organizations, these skills become even more critical because employees serve as key actors who directly shape institutional performance and the delivery of public services. As stated in Law No. 43 of 1999 and Law No. 5 of 2014, civil servants are professional members of the state apparatus mandated to execute governmental functions in accordance with prevailing regulations. Employee performance is a central determinant of public-sector effectiveness. Mangkunegara, as cited in Maryati (2021), defines performance as the quality and quantity of results achieved by employees in accordance with their assigned responsibilities. Consequently, organizations must ensure that employees possess adequate competencies, motivation, and a

supportive work environment to achieve optimal performance outcomes. Institutions that successfully develop human resources are more capable of adapting to the dynamic demands of public-sector reform, including accountability, transparency, and service innovation. Enhancing employee performance contributes not only to productivity gains but also to organizational sustainability in increasingly complex bureaucratic environments.

Motivation is widely recognized as a key driver of employee performance. Employees with high motivation tend to demonstrate more substantial work commitment and are more likely to deliver superior performance. Conversely, low motivation often results in reduced productivity, weakened discipline, and counterproductive work behavior. Afrianti (2021) emphasizes that motivation is a driving force that enhances employees' enthusiasm for working effectively and aligning their efforts with organizational goals. However, empirical observations indicate that motivational levels among employees at the Provincial Revenue Agency of South Sulawesi remain low. High-performing employees do not receive adequate rewards, while low-performing employees are not given proportionate sanctions. This situation fosters perceptions of inequity and reduces employees' willingness to improve their performance. For example, an official at the echelon IV level has remained in the same position for more than a decade despite being eligible for promotion, which negatively affects the morale and motivation of other employees.

In addition to motivation, work discipline plays an essential role in shaping employee performance. Discipline ensures that employees adhere to organizational rules, comply with work schedules, and carry out their duties responsibly. Hasibuan (2019) asserts that discipline is one of the most important operational functions of human resource management; higher levels of discipline are associated with higher job performance. Observations at the Provincial Revenue Agency of South Sulawesi reveal weak disciplinary practices. Employees often come to the office solely to record attendance and leave early, engage in non-productive activities such as browsing social media during working hours, and demonstrate frequent delays. Monthly attendance data throughout 2024 show significant levels of tardiness, unexcused absences, and leaves, indicating the need for more effective enforcement mechanisms. Weak disciplinary sanctions further contribute to recurring violations and diminish employees' sense of responsibility.

Career development is another critical factor influencing employee motivation, satisfaction, and performance. Career development encompasses the progression of positions through enhanced competencies, experience, education, and promotion. Well-structured career development programs not only foster professionalism but also enhance employee loyalty and drive superior performance. Data from the Provincial Revenue Agency of South Sulawesi show activities related to mutation, promotion, education, and training throughout 2024. Nevertheless, challenges persist, including prolonged occupancy of certain positions, unfilled vacancies due to retirements, and mismatches between employees' educational backgrounds and assigned roles. These issues hinder organizational effectiveness and limit opportunities for talent development within the civil service. Furthermore, job satisfaction serves as an important mediating variable that links organizational practices to performance. According to Gibson (as cited in Wibowo, 2019), job satisfaction and performance have a reciprocal relationship: satisfaction can lead to improved performance, and, in turn, enhanced firm performance can increase satisfaction. Employees who feel satisfied with their work conditions, compensation, and career prospects tend to exhibit higher productivity. Conversely, dissatisfaction triggers adverse outcomes, including absenteeism, decreased commitment, lower-quality work, and increased turnover. In the context of the Provincial Revenue Agency of South Sulawesi, dissatisfaction arises due to perceived inequities in workload distribution, insufficient compensation in relation to job responsibilities, and limited opportunities for career advancement.

Taken together, these issues highlight that motivation, work discipline, career development, and job satisfaction are interconnected factors that collectively influence employee performance. Low motivation and discipline, combined with inadequate career development and diminished job satisfaction, can impede the achievement of organizational goals. Therefore, empirical research is needed to examine the direct and indirect effects of these variables within public-sector institutions, particularly in regional government agencies in Indonesia.

This study aims to address the empirical gap by examining the impact of motivation, work discipline, and career development on the performance of civil servants, with job satisfaction serving as a mediating variable. Focusing on a public-sector organization provides valuable insights because bureaucratic systems in Indonesia possess unique characteristics—such as regulated promotion structures, hierarchical cultures, and complex service-delivery mechanisms—that distinguish them from the dynamics of the private sector. Hence, this study contributes theoretically by enriching the literature on public-sector human resource management and practically by offering strategic recommendations for improving employee performance at the Provincial Revenue Agency of South Sulawesi. Based on the issues presented, this research raises a central question: To what extent do motivation, work discipline, and career development influence the performance of civil servants, either directly or indirectly through job satisfaction? Addressing this question not only enhances theoretical understanding of performance determinants in public organizations but also provides practical implications for strengthening human resource strategies and improving the overall effectiveness of government institutions.

II. Literature Review and Hypothesis Development

2.1. Theoretical Review

a. Grand Theory: Job Performance Theory

Job Performance Theory defines job performance as a set of employee behaviors that contribute positively or negatively to the achievement of organizational goals (Colquitt, Lepine, & Wesson, 2008). Performance is thus understood as observable behavioral contributions, including quality, quantity, consistency, and reliability in completing tasks (Wiratama & Sintaasih, 2013). This theory supports the inclusion of motivation, work discipline, career development, and job satisfaction as antecedents of performance, given that all these variables influence employee behavior and contribute to organizational effectiveness.

b. Employee Performance

Performance refers to measurable behaviors that align with organizational goals (Campbell, in Budiasa, 2021). It reflects how healthy individuals accomplish tasks according to their responsibilities (Akob et al., 2021) and the degree to which outcomes meet expected standards (Sutrisno in Tolu et al., 2021). Performance is shaped by:

- 1) Individual factors: abilities, skills, background, and personal characteristics.
- 2) Psychological factors: perception, attitude, personality, learning, and motivation.
- 3) Organizational factors: leadership, resources, work design, communication structure, and reward systems (Mangkunegara, 2019).

Internal (dispositional) and external (environmental) influences also play a role in determining performance outcomes.

c. Performance Appraisal

Performance appraisal is a systematic assessment of employee effectiveness to support feedback, promotion decisions, and productivity improvement (Budihardjo, 2018; Rismawati, 2018). It evaluates how well an employee meets established standards and informs future development planning. According to Yulianto (2020), performance indicators include:

- 1) Quality: accuracy, neatness, and skill.
- 2) Quantity: volume or amount of work completed.
- 3) Efficiency: optimal use of resources.
- 4) Effectiveness: achievement of expected results.
- 5) Timeliness: adherence to deadlines.

d. Job Satisfaction

Job satisfaction is a positive emotional state resulting from evaluating one's job or work experience (Adolfina, 2014). It reflects employees' feelings toward their work, influenced by job characteristics, supervision, and workplace conditions (Robbins & Judge, as cited in Lie, 2018). Key determinants include:

- 1) Individual factors: expectations, health, personal values.
- 2) Social factors: coworker relationships, social norms, and support systems.
- 3) Work-related factors: compensation, job security, supervision, fairness, and opportunities for advancement (Edy Sutrisno, 2019).

Job dissatisfaction may lead to absenteeism, turnover, withdrawal behaviors, and reduced productivity. Afandi (2018) identifies five indicators:

- 1) Nature of work: meaningfulness and task content.
- 2) Pay: fairness and adequacy of compensation.
- 3) Promotion opportunity: career advancement prospects.
- 4) Supervision: clarity and support from leaders.
- 5) Coworkers: cooperation and interpersonal support.

e. Work Motivation

Work motivation refers to internal and external forces that drive individuals to exert effort toward achieving work goals (Hafidz et al., 2019). It activates, directs, and sustains work-related behaviors (Sedarmayanti, 2017). Motivation is explained through several classical theories:

- 1) Maslow's Hierarchy: physiological, safety, social, esteem, and self-actualization needs.
- 2) Alderfer's ERG Theory: existence, relatedness, and growth needs.
- 3) Herzberg's Two-Factor Theory: intrinsic motivators and extrinsic hygiene factors.
- 4) Expectancy Theory: behavior driven by expected outcomes.
- 5) Reinforcement Theory: behavior shaped by consequences.

Siswanto (2017) identifies standard organizational practices such as:

- 1) Monetary compensation
- 2) Supervision and direction
- 3) Effective work design
- 4) Organizational policy support

Motivation is affected by:

- 1) Internal factors: needs, aspirations, recognition, interests (Sutrisno, 2016).

- 2) External factors: compensation, work conditions, leadership, job security, and organizational policies (Adhari, 2021).

f. Work Discipline

Work discipline refers to an employee's willingness to comply with organizational rules and perform tasks in a responsible manner (Harlie, 2010). It ensures order, improves cooperation, and supports productivity. Ajabar (2020) views discipline as a managerial action aimed at adjusting behavior and ensuring compliance with standards. Hasibuan (2016) states that discipline is shaped by:

- 1) Clear goals and appropriate job–ability fit
- 2) Leadership role modeling
- 3) Fair and adequate compensation
- 4) Justice and consistency in enforcement
- 5) Sanctions and firm corrective actions

Discipline promotes organizational efficiency, enhances employee responsibility, strengthens morale, and supports smooth operations (Wijaya, 2017; Sutrisno, 2016).

g. Career Development

Career development is a systematic effort by employees and organizations to enhance competencies and advance through career stages (Putri, 2019; Arismunandar, 2020). It includes training, performance evaluation, and planned progression. Career development enhances productivity, aligns employee and organizational goals, improves the work climate, increases organizational commitment, and strengthens professional competence. Arismunandar (2020) identifies three stages:

- 1) Early career: establishing job stability.
- 2) Mid-career: achievement and autonomy.
- 3) Pre-retirement: transition and self-actualization.

Putri (2019) outlines indicators such as evaluation processes, performance achievements, educational qualifications, training experiences, work experience, and organizational loyalty. In accordance with the problem formulation, the research hypotheses are as follows:

- H1: Motivation has a significant positive effect on the performance of civil servants at the South Sulawesi Provincial Revenue Agency.
- H2: Work discipline has a significant positive effect on the performance of civil servants at the South Sulawesi Provincial Revenue Agency.
- H3: Career development does not affect the performance of civil servants at the Regional Revenue Agency of South Sulawesi Province.
- H4: Motivation has a significant positive effect on the job satisfaction of civil servants at the Regional Revenue Agency of South Sulawesi Province.
- H5: Work discipline has a significant positive effect on the job satisfaction of civil servants at the Regional Revenue Agency of South Sulawesi Province.
- H6: Career development affects the job satisfaction of civil servants at the Regional Revenue Agency of South Sulawesi Province.
- H7: Motivation has a significant positive effect on the performance of civil servants through job satisfaction at the Regional Revenue Agency of South Sulawesi Province.

- H8: Work discipline has a significant positive effect on civil servant performance through job satisfaction at the Regional Revenue Agency of South Sulawesi Province.
- H9: Career development has a significant positive effect on civil servant performance through job satisfaction at the Regional Revenue Agency of South Sulawesi Province.
- H10: Job satisfaction has a significant positive effect on civil servant performance at the Regional Revenue Agency of South Sulawesi Province.

III. Research Method

The present study employs a descriptive, quantitative approach with an explanatory design to examine the effects of motivation, work discipline, and career development on employee performance, with job satisfaction serving as an intervening variable. The research was conducted at the Regional Revenue Agency of South Sulawesi Province from February to March 2025, involving a population of 122 civil servants (ASN), from which 55 respondents were selected using stratified random sampling based on organizational divisions. Primary data were collected through structured questionnaires and interviews, while secondary data were obtained from institutional documents. All variables—motivation, work discipline, career development, job satisfaction, and performance—were operationalized using established theoretical indicators and measured with a Likert scale. Data analysis consisted of descriptive statistics and Structural Equation Modeling using Partial Least Squares (SEM-PLS) via SmartPLS to assess both the measurement model (validity and reliability through loading factors, AVE, Cronbach's Alpha, and Composite Reliability) and the structural model (path coefficients, t-statistics, R^2 , and mediation testing using VAF). Hypothesis testing was conducted using bootstrapping to evaluate direct, indirect, and total effects within the research framework.

IV. Results and Discussion

4.1. Structural Model (Inner Model)

Inner model analysis is performed by estimating the path coefficients of the relationships between constructs. The path coefficient value for the relationship between variables serves as a reference for estimating the strength of the relationship. A positive value indicates a positive influence, while a negative value indicates a negative influence. The higher the path coefficient value, the greater the influence of one variable on another.

a. Analysis of Motivational Variables

The organizational motivation variable (X1) is composed of 3 indicators, namely: Recognition as an individual (X1.1), Benefits received (X1.2), and promotions obtained (X1.3). To determine the magnitude of the influence of each indicator, see the following table:

Table 1. Path Coefficients of Motivation Variables

	Original Sample	T Statistics	P Values
X1.1 ← Recognition as an individual	0.698	3,567	0.000
X1.2 ← Allowances received	0.814	3,573	0.000
X1.3 ← Promotions obtained	0.743	2,977	0.001

Table 1 shows that the recognition indicator, as an individual (X1.1), contributes an influence of 0.698 to the motivation variable, with a T-statistic value of 3.567 and a p-value of 0.000. The indicator of benefits received (X1.2) contributes an influence of 0.814 to the motivation variable with a T-statistic value of 3.573 and p-values of 0.000. The promotion obtained (X1.3) contributes an influence of 0.743 to the motivation variable with a T-statistic value of 2.977 and p-values of 0.001. In this study, the indicator of benefits received

(X1.2) contributed the most significant influence on the motivation variable compared to other indicators (Recognition as an individual (X1.1), promotion obtained (X1.3)).

b. Analysis of Work Discipline Variables

The work discipline variable (X2) consists of three indicators: punctuality (X2.1), compliance with regulations (X2.2), and work responsibility (X2.3). To determine the extent of the influence or contribution of each indicator on work discipline, see the following table 2:

Table 2. Path Coefficients of Work Discipline Variables

	Original Sample	T Statistics	P Values
X2.1 ← Punctuality	0.403	5.135	0.000
X2.2 ← compliance with regulations	0.366	3,536	0.000
X2.3 ← job responsibilities	0.482	6,445	0.000

Table 2 shows that the punctuality indicator (X2.1) contributes an influence of 0.403 to the work discipline variable with a T-statistic value of 5.135 and p-values of 0.000. The compliance indicator with regulations (X2.2) contributes an influence of 0.366 to the work discipline variable, with a T-statistic value of 3.536 and a p-value of 0.000. The work responsibility indicator (X2.3) contributes an influence of 0.482 to the work discipline variable, with a T-statistic value of 6.445 and a p-value of 0.000. In this study, the work responsibility indicator (X2.3) contributed the most significant influence on the work discipline variable compared to other indicators (punctuality (X2.1) and compliance with regulations (X2.2)).

c. Analysis of Career Development Variables

The career development variable (X3) is composed of 3 indicators, namely: Assessment and evaluation (X3.1), work performance (X3.2), and educational background (X3.3). To determine the extent of influence or contribution of each indicator on career development, see the following table:

Table 3. Path Coefficients of Career Development Variables

	Original Sample	T Statistics	P Values
X3.1 ← Assessment and Evaluation	0.359	3,907	0.000
X3.2 ← Work performance	0.362	3,174	0.001
X3.3 ← Educational background	0.612	3,733	0.000

Table 3 shows that the Assessment and Evaluation indicator (X3.1) contributes 0.359 to the career development variable, with a T-statistic value of 3.907 and a p-value of 0.000. The Work Performance indicator (X3.2) contributes 0.362 to the career development variable, with a T-statistic value of 3.174 and a p-value of 0.001. The Educational Background indicator (X3.3) contributes 0.612 to the career development variable, with a T-statistic value of 3.733 and a p-value of 0.000. In this study, the educational background indicator (X3.3) contributes to the influence of other indicators (Assessment and evaluation (X3.1), work performance (X3.2)).

d. Job Satisfaction Variable Analysis

The job satisfaction variable (Z1) comprises four indicators: Work (Z1), Wages (Z2), Human Resource Development Programs (Z3), and Coworkers (Z4). To determine the extent of each indicator's influence or contribution to the job satisfaction variable, see the following table:

Table 4. Path Coefficients of Job Satisfaction Variables

	Original Sample	T Statistics	P Values
Z1.←Work	0.632	7,098	0.000
Z2← Wages	0.629	5,713	0.000
Z3←Human Resources Development Program	0.677	5,396	0.000
Z4← Work colleague	0.806	12,621	0.000

Table 4 shows that the job indicator contributes an influence of 0.632 to the job satisfaction variable, with a T-statistic value of 7.098 and a p-value of 0.000. The wage indicator contributes an influence of 0.629 to the job satisfaction variable, with a T-statistic value of 5.713 and a p-value of 0.000. The HR development program indicator contributes an influence of 0.677 to the job satisfaction variable, with a T-statistic value of 5.396 and a p-value of 0.000. The coworker indicator contributes an influence of 0.806 to the job satisfaction variable, with a T-statistic value of 12.621 and a p-value of 0.000. In this study, the co-worker indicator (Z4) had the most significant influence on the job satisfaction variable compared to the other indicators (work (Z1), wages (Z2), and HR development programs (Z3)).

e. Analysis of ASN Performance Variables

The ASN Performance variable (Y) comprises four indicators: Quantity (Y1), Quality (Y2), Effectiveness (Y3), and Efficiency (Y4). To determine the extent of influence or contribution of each indicator on the ASN performance variable, see the following table.

Table 5. Path Coefficients of ASN Performance Variables

	Original Sample	T Statistics	P Values
Y1.← Quantity	0.822	26,132	0.000
Y2← Quality	0.865	19,441	0.000
Y3←Effectiveness	0.668	4,168	0.000
Y4← Efficiency	0.866	19,379	0.000

Table 5 shows that the quantity indicator (Y1) contributes an influence of 0.822 to the ASN performance variable, with a T-statistic value of 26.132 and a p-value of 0.000. The quality indicator (Y2) contributes an influence of 0.865 to the ASN performance variable, with a T-statistic value of 19.441 and a p-value of 0.000. The effectiveness indicator (Y3) contributes an influence of 0.668 to the ASN performance variable, with a T-statistic value of 4.168 and a p-value of 0.000. The efficiency indicator (Y4) contributes an influence of 0.866 to the ASN performance variable, with a T-statistic value of 19.379 and a p-value of 0.000. In this study, the efficiency indicator (Y4) had the most significant influence on ASN performance variables compared to the other indicators (quantity (Y1), quality (Y2), and effectiveness (Y3)).

f. Direct Effects

To find out the direct influence of the independent variable on the dependent variable, see the following table:

Table 6. Direct Effect

	Original Sample	T Statistics	P Values
Motivation -> ASN Performance	0.440	2,933	0.002
Work Discipline -> ASN Performance	0.649	7,852	0.000
Career Development -> ASN Performance	0.680	9,741	0.000
Motivation -> Job Satisfaction	0.465	2,739	0.003
Work Discipline -> Job Satisfaction	0.518	4,891	0.000
Career Development -> Job Satisfaction	0.682	9,990	0.000

	Original Sample	T Statistics	P Values
Job Satisfaction -> ASN Performance	0.795	8,792	0.000

Table 6 shows that the direct effect of motivation (X1) on ASN performance (Y) is significant, as indicated by a T-statistic value of 2.933 and a p-value of 0.002. These results indicate that motivation has a direct positive and significant effect on ASN performance. The magnitude of the direct influence of work discipline (X2) on ASN performance (Y) is 0.649 with a T-statistic value of 7.852 and a p-value of 0.000. These results indicate that work discipline has a direct positive and significant influence on ASN performance.

- 1) The magnitude of the direct influence of career development (X3) on ASN performance (Y) is 0.680 with a T-statistic value of 9.741 and p-values of 0.000. These results indicate that career development has a direct and significant positive effect on ASN performance.
- 2) The magnitude of the direct influence of motivation (X1) on job satisfaction (Z) is 0.465 with a t-statistic value of 2.739 and a p-value of 0.003. These results suggest that motivation has a direct, positive, and significant influence on job satisfaction.
- 3) The magnitude of the direct influence of work discipline (X2) on job satisfaction (Z) is 0.518 with a t-statistic value of 4.891 and p-values of 0.000. This indicates that work discipline has a direct, positive, and significant influence on job satisfaction.
- 4) The magnitude of the influence of career development (X3) on job satisfaction (Z) is 0.682 with a t-statistic value of 9.990 and a p-value of 0.000. This suggests that career development has a direct, positive, and significant impact on job satisfaction.
- 5) The magnitude of the influence of job satisfaction (Z) on ASN performance (Y) is 0.795 with a t-statistic of 8.792 and a p-value of 0.000. These results indicate that job satisfaction has a direct and positive effect on ASN performance.

g. Indirect Effects

To find out the magnitude of the indirect influence of the independent variable on the dependent variable through the mediating variable, see the following table:

Table 7. Indirect Effects

	Original Sample	T Statistics	P Values
Motivation→Job satisfaction→ASN Performance	0.095	0.874	0.191
Work Discipline→Job satisfaction→ASN Performance	0.130	1,605	0.054
Career Development→Job satisfaction→ASN Performance	0.272	2,422	0.008

Table 7 shows that the magnitude of the indirect effect of motivation (X1) on ASN performance (Y) through job satisfaction (Z) is 0.095 with a t-statistic value of 0.874 and a p-value of 0.191. These results indicate that motivation indirectly has an insignificant effect on ASN performance through job satisfaction. It can be stated that job satisfaction is unable to mediate the relationship between motivation and ASN performance. The indirect effect of work discipline (X2) on ASN performance (Y) through job satisfaction (Z) is 0.130 with a t-statistic of 1.605 and a p-value of 0.054. These results indicate a small but significant indirect effect on ASN performance through job satisfaction. It can be stated that job satisfaction does not mediate the relationship between work discipline and ASN performance. The indirect effect of career development (X3) on performance (Y) through job satisfaction (Z) is 0.272 with a t-statistic value of 2.422 and a p-value of 0.008. These results indicate that career development indirectly has a significant effect on ASN performance through job satisfaction. It can be stated that job satisfaction significantly mediates the relationship between career development and ASN performance.

h. Total Effects

To find out the total influence of the independent variables on the dependent variable, see the following table:

Table 8. Total Effects

	Original Sample
Motivation→Job satisfaction→ASN Performance	0.370
Work Discipline→Job satisfaction→ASN Performance	0.343
Career Development→Job satisfaction→ASN Performance	0.464

Table 8 indicates that the total influence of motivation on performance, as mediated by job satisfaction, is 0.370. The influence of work discipline on job satisfaction is 0.343. The influence of career development on job satisfaction is 0.464.

i. Coefficient of Determination Test (R2)

The coefficient of determination is used to determine the extent to which the independent variable influences the dependent variable; a higher value indicates a greater influence of the independent variable on the dependent variable. Due to the varying number of indicators for each construct, the coefficient of determination analysis is performed by examining the adjusted R-squared value. The adjusted R-square value is obtained using the SmartPLS algorithm and can be seen in the table below:

Table 9. Coefficient of Determination

	R Square	R Square Adjusted
Job satisfaction	0.531	0.504
ASN Performance	0.770	0.752

Table 9 shows that the combined influence of motivation, work discipline, and career development on job satisfaction is 0.504, or 50.4%. The remaining 0.496, or 49.6%, is explained by variables outside the model. The combined influence of motivation, work discipline, and career development on ASN performance is 0.752, or 75.2%. The remaining 0.248, or 24.8%, is attributed to variables not included in the model.

j. Hypothesis Testing

The hypotheses proposed in this study were statistically tested using the bootstrap method in SmartPLS. Hypothesis testing was conducted by examining the path coefficient or inner model values, which indicate the level of significance in hypothesis testing. The path coefficient or inner model score, indicated by the T-statistic value, must be greater than the t-table value of the one-way test (>1.976) with $\alpha = 5\%$. Meanwhile, the path coefficient or inner model score, indicated by the p-value, must be below $\alpha = 0.05$, so that the research hypothesis proposed in this study can be accepted. The results are summarized in Table 4.23 below:

Table 10. Results of Research Hypothesis Testing

	Hypothesis	Path Coefficient	t-statistics >1.976	Sig. < 0.05	Results
H1	Motivation has a significant positive effect on ASN performance	0.269	2,227	0.026	Accepted
H2	Work discipline has a significant positive effect on ASN performance	0.337	3,063	0.001	Accepted

	Hypothesis	Path Coefficient	t-statistics >1.976	Sig. < 0.05	Results
H3	Career development influences ASN performance	0.200	2,732	0.002	Accepted
H4	Motivation has a significant positive effect on job satisfaction	0.235	2,130	0.034	Accepted
H5	Work discipline has a significant positive effect on job satisfaction	0.145	1,626	0.052	Rejected
H6	Career development influences job satisfaction	0.157	3,156	0.042	Accepted
H7	Motivation has a significant positive impact on ASN performance, particularly through increased job satisfaction.	0.331	2,620	0.009	Accepted
H8	Work discipline has a significant positive effect on ASN performance through satisfaction	0.093	1,014	0.155	Rejected
H9	Career development has a significant positive impact on ASN performance, particularly in terms of job satisfaction.	0.117	0.699	0.242	Rejected
H10	Job satisfaction has a significant positive effect on performance	0.140	3,597	0.000	Accepted

In Table 10, based on the results of the hypothesis testing, it is explained as follows:

- 1) Motivation has a significant positive effect on ASN performance in the Regional Revenue Agency of South Sulawesi Province is 0.2692 with a t-value of 2.227 (>1.976) and a significance value (p-value) of 0.026 (<0.05). Thus, the first hypothesis (H1) in this study is accepted.
- 2) Work discipline has a significant positive effect on ASN performance in the Regional Revenue Agency of South Sulawesi Province was 0.337 with a t-value of 3.063 (>1.976) and a significance value (p-value) of 0.001 (<0.05). Thus, the second hypothesis (H2) in this study is accepted.
- 3) Career development has an impact on ASN performance in the Regional Revenue Agency of South Sulawesi Province is 0.200 with a t-value of 2.732 (>1.976) and a significance value (p-value) of 0.002 (<0.05). Thus, the third hypothesis of this study is accepted.
- 4) Motivation has a significant positive effect on job satisfaction. The Regional Revenue Agency of South Sulawesi Province was 0.235 with a t-value of 2.130 (>1.976) and a significance value (p-value) of 0.034 (<0.05). Thus, the fourth hypothesis (H4) in this study was accepted.
- 5) Work discipline has a significant positive effect on job satisfaction. The Regional Revenue Agency of South Sulawesi Province is 0.145 with a t-value of 1.626 (<1.976) and a significance value (p-value) of 0.052 (>0.50). Thus, the fifth hypothesis of this study was rejected.
- 6) Career development influences job satisfaction. The Regional Revenue Agency of South Sulawesi Province was 0.157 with a t-value of 3.156 (>1.976) and a significance value (p-value) of 0.042 (<0.05). Thus, the sixth hypothesis (H6) in this study was accepted.
- 7) Motivation has a significant positive effect on ASN performance through job satisfaction. The Regional Revenue Agency of South Sulawesi Province was 0.331 with a t-value of 2.620 (>1.976) and a significance value (p-value) of 0.009 (<0.05). Thus, the seventh hypothesis (H7) in this study was accepted.
- 8) Work discipline has a significant positive effect on ASN performance through satisfaction. The Regional Revenue Agency of South Sulawesi Province is 0.093 with a t-value of 1.014 (>1.976) and a significance value (p-value) of 0.155 (>0.50). Thus, the eighth hypothesis (H5) in this study was rejected.
- 9) Career development has a significant positive effect on ASN performance through job satisfaction. The Regional Revenue Agency of South Sulawesi Province is 0.117 with a t-value of 0.699 (>1.976)

and a significance value (p-value) of 0.242 (>0.50). Thus, the eighth hypothesis (H5) in this study was rejected.

- 10) Job satisfaction has a significant positive effect on performance. The Regional Revenue Agency of South Sulawesi Province was 0.140 with a t-value of 3.597 (>1.976) and a significance value (p-value) of 0.000 (<0.05). Thus, the tenth hypothesis (H10) in this study was accepted.

4.2. Discussion

a. The Influence of Motivation on ASN Performance

Motivation is a drive or state in which a person's efforts and will are directed toward a specific goal. According to Suwati (2013), not every civil servant (ASN) is necessarily willing to maximize their work performance due to a lack of internal motivation. Motivation has a positive and significant effect on employee performance at the Regional Revenue Agency of South Sulawesi Province of 0.269 with a t-value of 2.227 (>1.976) and a significance value (p-value) of 0.026 (<0.05). Thus, the first hypothesis (H1) in this study is accepted. These results suggest that motivation has a substantial impact on employee performance. It can be stated that higher motivation will influence employee performance improvement. These results align with Chairani's (2020) research, which indicates that motivation has a positive and significant impact on ASN performance. The relationship between motivation and employee performance is supported by Ermita (2019), who states that strong motivation leads to good results and high-quality work. This means that any increase in employee motivation in carrying out their work will lead to improved performance.

b. The Influence of Work Discipline on ASN Performance

Work discipline is one of the key factors that plays a crucial role in achieving organizational goals. Work discipline refers to the obedience and adherence of people within an organization to the established rules. Discipline really motivates employees to discipline themselves in carrying out work, both individually and in groups. Additionally, discipline is useful in educating employees to comply with and appreciate existing regulations, procedures, and policies, enabling them to deliver good performance (Rahayu & Ajimat, 2018). Work discipline has a positive and significant influence on employee performance at the Regional Revenue Agency of South Sulawesi Province. 0.337 with a t-count value of 3.063 (>1.976) and a significance value (p-value) of 0.001 (<0.05). Thus, the second hypothesis (H2) in this study is accepted. These results indicate that work discipline has a significant effect on ASN performance. It can be stated that higher work discipline will affect employee performance improvement. These results align with research by Dame et al. (2021) and Octarinie et al. (2023), who stated that work discipline has a significant effect on employee performance.

Hasibuan (2018) states that discipline is a management action that provides enthusiasm for the implementation of organizational standards. This training leads to efforts to justify and involve knowledge of employee attitudes and behavior, thereby fostering a willingness in employees to move towards better cooperation and performance. Furthermore, work discipline refers to the awareness and willingness of employees to exhibit attitudes and behavior that comply with and obey organizational regulations, thereby maintaining peace, order, and stability within the organization. Work discipline can impact the performance of employees, enabling them to achieve organizational goals.

c. The Influence of Career Development on ASN Performance

Essentially, career development is an effort undertaken to develop an employee's potential for higher positions, thereby achieving company goals. The importance of career development is closely linked to employee performance. The straightforward implementation of career development within an organization can enhance employee performance, leading to increased employee satisfaction, higher morale, greater

loyalty, and increased creativity. Career development has a positive and significant effect on employee performance at the Regional Revenue Agency of South Sulawesi Province, 0.200 with a t-count value of 2.732 (>1.976) and a significance value (p-value) of 0.002 (<0.05). Thus, the third hypothesis (H3) in this study is accepted. These results suggest that providing effective career development is expected to increase employee motivation at work, which in turn will positively impact their performance. Good performance will help the company achieve its desired goals. The results of this study are supported by research conducted by Rosyidawaty (2018) and Rifani (2016), which indicates that career development has a significant impact on enhancing employee performance. According to Hasibuan (2016), career development benefits both individuals and organizations. Through career development programs, organizations can enhance employee performance, decrease labor turnover, and increase opportunities for advancement. For employees, career planning can help them prepare to capitalize on existing career opportunities. Specifically, for the human resources department, it can facilitate the organization's internal staffing needs.

d. The Influence of Motivation on Job Satisfaction

Motivation and job satisfaction are crucial factors; management must motivate employees to enhance their job satisfaction. A person is considered motivated if they have a desire to perform better than others in many situations. Job satisfaction is an emotional response, which can be either satisfied or dissatisfied. If an employee is emotionally satisfied, it means they have achieved their job satisfaction, while if they are not, it means they are dissatisfied. Motivation has a positive and significant effect on job satisfaction at the Regional Revenue Agency of South Sulawesi Province, with a correlation coefficient of 0.235 to 0.200, a t-count value of 2.130 (>1.976), and a significance value (p-value) of 0.034 (<0.05). Thus, the fourth hypothesis (H4) in this study is accepted. Job satisfaction refers to the emotional state that employees experience while performing their work (Yue, 2021). This feeling of pleasure and displeasure arises because when employees perform their work, they bring all their desires, needs, and past experiences that shape their job expectations. These expectations motivate employees to work. When leaders motivate appreciation and praise for all work results (Loor-Zambrano et al., 2022), the higher these job expectations are met, the higher the level of employee job satisfaction. An employee's job satisfaction cannot be separated from the work motivation that shapes their expectations (Sharma & Aparicio, 2022). An accurate description of this relationship is that work motivation contributes to high job satisfaction. Job satisfaction will be high if the employee's desires and needs that motivate them are met (Laily, 2013).

e. The Influence of Work Discipline on Job Satisfaction

The level of work discipline is a key factor in regulating the behavior and working methods of members within a company. These rules are a set of values and norms agreed upon by employees to regulate their attitudes in carrying out organizational activities. Human resources play a crucial role in determining the direction and future of an organization, with a focus on functional orientation that encompasses not only supervision, direction, and control, but also development, creativity, flexibility, and proactive management. The results of the study show that work discipline has no significant effect on job satisfaction at the Regional Revenue Agency of South Sulawesi Province was 0.145 with a t-value of 1.626 (<1.976) and a significance value (p-value) of 0.052 (>0.05). Thus, the fifth hypothesis (H5) in this study was rejected. These results suggest that work discipline has no significant effect on job satisfaction. These results align with research by Fanny Iswara Putri and Kustini Kustini (2021), which found that work discipline has no positive effect on job satisfaction. This means that higher levels of employee discipline do not significantly increase job satisfaction. A different finding is reported in research by Atmi Saptarini (2018), which suggests that work discipline influences job satisfaction, implying that work discipline stems from an individual's liking for their job and work environment.

f. The Influence of Career Development on Job Satisfaction

To increase the desired job satisfaction, development programs implemented by organizations can impact the quality of employee human resources. This means that as career development improves, employee job satisfaction also increases. Career development is not only highly beneficial for individual employees in carrying out their duties, but also for the company as a whole. The various benefits of career development include developing promotable employees, reducing employee turnover, unlocking employee potential, encouraging growth, meeting employee needs, and facilitating the implementation of approved activity plans. The study's results indicate that career development has a significant impact on job satisfaction. The Regional Revenue Agency of South Sulawesi Province was 0.157 with a t-value of 3.156 and a significance value (p-value) of 0.042. Thus, the sixth hypothesis (H6) in this study was accepted. It can be stated that higher career development will influence job satisfaction, which in turn will impact employee performance.

These results align with research by Sulthan Rafi Susilo and Puspita Wulansari (2023), which suggests that career development has a significant influence on job satisfaction. Employees who are satisfied with their jobs also tend to be more enthusiastic about achieving or even exceeding organizational standards. High job satisfaction can also increase employee self-confidence and creativity in completing their tasks well. According to Hasibuan (2016), the relationship between career development and job satisfaction is demonstrated through theories that suggest career development is a personnel/HR activity that helps employees plan their future careers within the company, enabling both the company and the employee to develop optimally. One way to develop an employee's career is through promotion, specifically a transfer that increases the employee's authority and responsibility to a higher position within an organization, resulting in increased obligations, rights, status, and income, which in turn lead to high job satisfaction.

g. The Influence of Motivation on ASN Employee Performance Through Job Satisfaction

Ikhsan et al. (2019) suggest that work motivation will improve employee performance. Improved employee performance has a positive impact on achieving company goals and will create employee satisfaction. Therefore, management must study the attitudes and behaviors of employees within the company. Irwan et al. (2020) state that the relationship between motivation and satisfaction is that work motivation provided by the company can increase employee job satisfaction. The better the motivation provided to employees, the greater their job satisfaction will be. The study's results indicate that motivation affects the performance of ASN employees through job satisfaction. The Regional Revenue Agency of South Sulawesi Province was 0.331 with a t-value of 2.620 (>1.67) and a significance value (p-value) of 0.009 (<0.05). Thus, the seventh hypothesis (H7) in this study was accepted. These results indicate that job satisfaction can mediate the relationship between motivation and ASN employee performance. This finding aligns with research by Muhammad Al Hafizha and Arif Hartono (2022), which states that job satisfaction can mediate the relationship between motivation and employee performance.

h. The Influence of Work Discipline on ASN Employee Performance Through Job Satisfaction

Hasibuan (2018) Defines Work discipline as a person's awareness and willingness to obey all organizational regulations and social norms that apply within the organization, reflecting the discipline of an employee. The attitude of responsibility in question refers to one's personal responsibility for their work, including adherence to all applicable regulations and norms when carrying out tasks within an organization. Work discipline is a priority in an organization because it fosters an orderly and safe environment, enabling the achievement of organizational goals. If employees can maintain good work discipline, their performance will improve. Thus, the importance of work discipline for an organization lies in its ability to enhance employee performance. The more disciplined employees are, the higher their performance in an organization. Discipline

is absolute because work discipline is one of the key factors that contribute to achieving organizational goals, both directly and indirectly, ensuring that employees remain committed to the organization.

The results of the study indicate that work discipline has no significant impact on job satisfaction, which in turn has no significant effect on performance. The Regional Revenue Agency of South Sulawesi Province was 0.093 with a t-value of 1.014 and a significance value (p-value) of 0.155 (>0.05). Therefore, the eighth hypothesis (H8) in this study was rejected. The results indicate that job satisfaction is unable to mediate the relationship between work discipline and employee performance. These results align with research by Fahmi Susanti and Siti Aesah (2022), which found that job satisfaction does not mediate the relationship between work discipline and employee performance. This finding differs from that of Ni Putu Chandra Dewi (2021), who found that job satisfaction mediates the relationship between work discipline and employee performance.

i. The Influence of Career Development on ASN Performance Through Job Satisfaction

Career development offers employees a sense of hope for career advancement and growth. This, in turn, will enhance employee performance, leading to actions that align with the company's expectations. The better the career development provided by the company, the greater the employee's job satisfaction, which in turn improves their performance (Nuraning, 2017). The results of the study indicate that career development has no significant impact on job satisfaction, which in turn has no significant effect on performance. The Regional Revenue Agency of South Sulawesi Province yielded a t-value of 0.699 (<1.976) and a significance value (p-value) of 0.242 (>0.05). Thus, the ninth hypothesis (H9) in this study was rejected. These results indicate that job satisfaction is unable to mediate the relationship between work discipline and performance. This result aligns with research by Anizah Chayawati Setyaningrum (2019), who stated that job satisfaction is unable to mediate the relationship between career development and employee performance. Research results from Dimas Alfali Akbar and Novi Fitria Hermiati (2023) suggest that job satisfaction mediates the relationship between career development and employee performance.

j. The Influence of Job Satisfaction on Civil Servant Employee Performance

Every organization strives to achieve its goals, focusing on several key aspects. Organizations are expected to consistently maintain high employee performance, ensuring it is performed well and effectively. Therefore, service organizations must improve employee performance as this is one way to achieve job satisfaction. The study's results indicate that job satisfaction has a significant impact on the performance of ASN employees. The Regional Revenue Agency of South Sulawesi Province was 0.140 with a t-value of 3.597 (>1.976) and a significance value (p-value) of 0.000 (<0.05). Thus, the tenth hypothesis (H10) in this study was accepted. These results indicate that job satisfaction has a significant effect on employee performance. It can be stated that higher job satisfaction will lead to improved employee performance. These results align with research by Putri Ilham Sari, Eva Zulisa, and Cut Mainy Handiana (2020), which states that job satisfaction has a positive and significant effect on employee performance. Job satisfaction is an emotional state characterized by a sense of enjoyment and affection for one's work. Job satisfaction within a job refers to the satisfaction experienced in the job, resulting from favorable work outcomes, placement, treatment, equipment, and work environment. Job satisfaction outside of work refers to the satisfaction employees experience outside of work, reflecting the substantial rewards they receive from their work, which enables them to purchase their necessities. Job satisfaction is achieved when an employee's needs are met through their work. Job satisfaction is a state of happiness or positive emotion stemming from the assessment of one's work or experiences. High job satisfaction will improve employee performance within the organization where they work.

V. Conclusion

This study empirically demonstrates that motivation, work discipline, career development, and job satisfaction play critical roles in shaping the performance of civil servants at the Provincial Revenue Agency of South Sulawesi. Motivation consistently shows a direct and significant effect on both job satisfaction and employee performance, indicating that motivated employees tend to be more satisfied and subsequently perform better. Career development also has a positive and significant impact on satisfaction and performance, underscoring the importance of structured career pathways in enhancing employee outcomes. Job satisfaction itself acts as a significant predictor of performance and partially mediates the relationship between motivation and performance. In contrast, work discipline shows no significant effect on job satisfaction and fails to demonstrate a mediating role between discipline and performance. Taken together, these findings confirm that psychological and developmental factors—especially motivation, career development, and job satisfaction—play a dominant role in contributing to employee performance within the public sector context.

Theoretically, this research strengthens Job Performance Theory by validating that employee behaviors contributing to organizational goals are strongly driven by motivation, perceived career development opportunities, and emotional evaluations of work (job satisfaction). The findings also refine existing HRM models by illustrating that not all organizational practices have an equal psychological impact; discipline, for example, may regulate behavior but does not necessarily promote employee satisfaction. Managerially, the results suggest that government institutions should prioritize motivational strategies, transparent career development systems, and policies that enhance employee satisfaction to improve performance. Providing recognition, fair promotion systems, continuous training, and supportive leadership can create a more engaged and productive workforce. Organizations should also redesign reward structures, implement equitable performance appraisal systems, and strengthen communication to reinforce satisfaction and performance outcomes.

Although the study offers robust empirical insights, several limitations must be acknowledged. First, the research relies on cross-sectional data, which restricts the ability to capture changes in employee attitudes and performance dynamics over time. Second, all measurements were based on self-reported perceptions, which may introduce response bias. Third, the study focuses on a single government agency, which limits the generalizability of the findings to broader public-sector contexts. Future research may adopt longitudinal designs to examine causal stability, expand the sample to include multiple agencies or provinces, and incorporate qualitative methods to explore deeper psychological mechanisms, such as organizational justice, leadership style, or emotional regulation. Additionally, future studies could test more complex models integrating digital competency, work engagement, or organizational culture as mediators or moderators to provide a more comprehensive understanding of performance determinants in government organizations.

References

- Afandi, P. (2018). *Manajemen sumber daya manusia*. Yogyakarta: Penerbit Andi.
- Afrianti, N. (2021). *Motivasi kerja dan produktivitas pegawai*. Bandung: CV Alfabeta.
- Ajabar, M. (2020). *Manajemen kedisiplinan pegawai dalam organisasi publik*. Jakarta: Mitra Wacana Media.
- Arismunandar. (2020). *Pengembangan karir pegawai negeri sipil*. Makassar: Pena Persada.
- Budiasa. (2021). *Kinerja pegawai dalam organisasi modern*. Jakarta: Rajawali Pers. (Campbell, as cited in Budiasa, 2021).
- Budihardjo, M. (2018). *Penilaian kinerja karyawan*. Jakarta: Prenadamedia Group.
- Colquitt, J., Lepine, J., & Wesson, M. (2008). *Organizational behavior: Improving performance and commitment in the workplace*. New York, NY: McGraw-Hill.
- Edy Sutrisno. (2019). *Manajemen sumber daya manusia*. Jakarta: Kencana.
- Hafidz et al. (2019). *Motivasi kerja dan perilaku organisasi*. Yogyakarta: Graha Ilmu.

- Harlie. (2010). Disiplin kerja dan produktivitas. Jakarta: Bumi Aksara.
- Hasibuan, M. S. P. (2016). Manajemen sumber daya manusia. Jakarta: Bumi Aksara.
- Hasibuan, M. S. P. (2019). Manajemen sumber daya manusia: Pendekatan kinerja. Jakarta: Bumi Aksara.
- Lie. (2018). Perilaku organisasi. Surabaya: Media Press. (Robbins & Judge, as cited in Lie, 2018).
- Mangkunegara, A. P. (2019). Evaluasi kinerja SDM. Bandung: PT Remaja Rosdakarya.
- Maryati. (2021). Manajemen kinerja ASN. Jakarta: Pustaka Karya. (Mengutip Mangkunegara).
- Putri. (2019). Perencanaan karir dalam organisasi. Bandung: Alfabeta.
- Republik Indonesia. (1999). Undang-Undang Nomor 43 Tahun 1999 tentang Pokok-Pokok Kepegawaian.
- Republik Indonesia. (2014). Undang-Undang Nomor 5 Tahun 2014 tentang Aparatur Sipil Negara.
- Rismawati. (2018). Evaluasi kinerja dan pengembangan SDM. Jakarta: Salemba Empat.
- Sedarmayanti. (2017). Perilaku dan motivasi kerja. Bandung: Refika Aditama.
- Siswanto. (2017). Manajemen motivasi kerja. Jakarta: Bumi Aksara.
- Tolu, S., et al. (2021). Kinerja pegawai sektor publik. Makassar: Global Press. (Sutrisno, as cited in Tolu et al., 2021).
- Wijaya. (2017). Disiplin kerja dan budaya organisasi. Bandung: Alfabeta.
- Wiratama, & Sintaasih. (2013). Analisis kinerja dan perilaku kerja. Denpasar: Udayana University Press.
- Yulianto. (2020). Penilaian kinerja pegawai. Jakarta: Mitra Wacana Media.