

The Effect of Career Development, Work Motivation and Competency on Employee Performance At The Camat Office, Dua Boccoe Sub-District, Bone Regency

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Abstract

This study aims (1) to find out and obtain a study about the effect of career development on employee performance at the Camat Office, Dua Boccoe District, Bone Regency. (2) To find out and get a study about the effect of work motivation on employee performance at the Camat Office, Dua Boccoe District, Bone Regency. (3) To find out and obtain a study on the influence of competence on employee performance at the Camat Office, Dua Boccoe District, Bone Regency. (4) To find out and get a study about the effect of career development, work motivation and competence simultaneously on employee performance at the Camat Office, Dua Boccoe District, Bone Regency. The population in this study was the population used in this study were all employees of the Camat Office, Dua Boccoe District, Bone Regency, totaling 30 employees, consisting of 20 employees with civil servant status and 10 employees with honorary status. Determination of the number of samples used in the study was saturated sampling, where all members of the population were used as samples. This is often done when the population is relatively small. Another term for saturated sample is census (Sugiyono, 2014:156). So that the sample of this study were all employees of the Camat Office, Dua Boccoe District, Bone Regency. Data were analyzed using simple regression.

The results of the study conclude (1) Career development has a positive and significant effect on employee performance, where t count for 1 is 3.384 greater than t table 2.055 with a significance of 0.002 less than a significance level of 0.05. Career development variables have an important role in improving employee performance at the Two Boccoe Sub-District Office. So that H1 which states career development has a positive and significant influence on employee performance is accepted. (2) Work motivation has a positive and significant influence on employee performance, where t count for 2 is 3.160 greater than t table 2.055 with a significance of 0.004 smaller than the significance level of 0.05. The variable of work motivation has an important role in improving employee performance at the Boccoe Two District Office. So that H2 which states work motivation has a positive and significant influence on employee performance is accepted. (3) Competence has a positive and significant influence on employee performance, where t count for 3 is 3.655 greater than t table 2.055 with a significance of 0.001 greater than the significance level is 0.05. The competence variable has a positive effect which can lead to an increase in employee performance at the Boccoe Dua Camat Office. So that H3 which states that competence has a positive and significant influence on employee performance is accepted. (4) Joint testing, where F count is 15,162 and F table with $df1 =$ degree of numeration 3 and $df2 =$ degree of denominator 26 with a level of 5% then obtained F table of 2.98, meaning F count $>$ f table. Results = 0.000 $<$ 0.05. The variables of career development, work motivation and competence have a joint or simultaneous effect on employee performance at the Two Boccoe Sub- District Office. So that H4 which states career development, work motivation and competence simultaneously has a positive and significant effect on employee performance is accepted.

Keywords: Career Development, Work Motivation, Competence, Employee Performance

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I. Introduction

Human resources are now increasingly playing a big role in the success of an organization or government agency. Many government organizations or agencies realize that the human element in an organization or government agency can provide a competitive advantage. They make strategies and innovations in achieving the goals organization. Therefore, human resources are one of the most vital elements for government organizations or agencies. Because its role to implement strategy is very important, namely as the implementing subject of organizational strategy. With the existence of human resources, it can

provide quality results is the hope of the organization or government agency, for organizations or government agencies that have will be able to achieve optimal performance according to the desired organizations, both by individual and group employees in government organizations or agencies so that goals will be able to be vilified and realized.

An organization or agency, both government and private, must be able to improve the quality of employee performance owned, because employees are the most important asset in an organization. In order for employees to provide good performance, an organization or government agency must be able to provide good support to employees.

According to SyamsirTorang (2013: 74) performance (*performance*) is the quantity and or quality of the work of individuals or a group in the organization in carrying out the main tasks and functions that are guided by norms, standards operational procedures, criteria and measures that have been established or that apply in organization.

Good employee performance is highly expected by an organization or government agency. Because more and more employees have high performance, the productivity of an organization as a whole will increase so that goals can be achieved and realized. Employees work in the office not only in formalities, but must be able to enjoy and feel their work, so as not to be bored and more enterprising and diligent in activities.

One of the ways that an organization or government agency can do to maintain and maintain its human resources is by looking at the career development given to employees. According to Handoko in Megita (2014) carrying out a career plan is a personal improvement that a person makes to achieve a career plan. In addition to looking at career development given to employees, another factor that must be considered is work motivation. Work motivation according to Suwanto and Donni JuniPriansa (2011: 171) states that motivation comes from the Latin word (*movere*) which means the impulse, driving force or force that causes an action or action.

Another thing that must be considered besides career development and work motivation, the most important thing that must be considered is competence. Competence is very important in order to achieve company goals effectively and efficiently. Employees who have high competence will be able to carry out their duties well. According to Wibowo (2010: 324) Competence is an ability to carry out or do a job that is based on skills and knowledge and is supported by the work attitude required by the job. Good and adequate employee competence means that they will be able to complete their work well in accordance with the time and targets that have been set in the work program. The presence of employees who have high competence can support the survival and progress of the organization.

Subdistrict DuaBoccoe Bone Regency or another designation is the working area of the sub-district as a regional apparatus of the regency or city. The position of the DuaBoccoe district which is a regional apparatus of the district or city as the executor of the territory that has a certain working area. Subdistricts consist of villages or sub-districts. As a sub-system in Indonesia, sub-districts have a fairly strategic position and play a functional role in government administration services, as well as community development. This is regulated in the Government Regulation (PP) of the Republic of Indonesia Number 19 of 2008.

The subdistrict is headed by the head of the sub-district. The sub-district head also acts as the head of the region. Because it carries out general duties in the government in the sub-district area, especially attributive tasks in the field of coordination in the field of government to all government agencies in the sub-district area, the implementation of peace and order, enforcement laws and regulations, guidance on the implementation of village or kelurahan government.

II. Theoretical Review

1. Definition of Human Resource Management

According to Anwar Prabu MangkunegaradalamAkhmadSubekhi and Mohamad Jauhar (2012: 21) human resource management is a planning, organizing, coordinating, implementing, and supervising procurement, development, repayment, integration, maintenance, and separation of labor in order to achieve organizational goals.

AgusSunnyoto in AkhmadSubekhi and Mohamad Jauhari (2012:23) defines human resource management as a series of human resource development as a series of human resource development, not just other resources actions in terms of thinking, selection, development, maintenance, and to achieve goals, both individual as well as organizational goals.

2. HR Planning

According to Handoko in AkhmadSubekhi and Mohamad Jauhar (2012:46) human resource planning is a series of activities carried out to anticipate business and environmental demands in the organization in the future and to meet the labor godheads caused by these conditions.

Human resource planning is related to determining the needs of future workers to fill various

positions and organize various activities. One aspect of manajemen human resources is important handling employment information. Such information covers many things such as:

- a. Number of workers owned
- b. The length of service of the worker
- c. Marital status and also the number of dependents
- d. Positions that a person has held a seat
- e. Career workers who were once wanted
- f. Amount of earnings
- g. Education and services that have been taken
- h. Specific skills employees have
- i. Other information about the wealth of each employee

3. Definition of Career Development

According to ViethzalRivai& Ella JauvaniSagala (2009:274) career development is the process of improving the work skills of individuals achieved in order to achieve the desired career.

Meanwhile, according to Handoko in Megita (2014), career development is a personal improvement that a person can make to achieve a planned career plan. The purpose of career development is to adjust the needs of employees to the career opportunities available in an organization or government agency.

4. Forms of Career Development

The forms of career development themselves depend on the career path that has been planned by each organization. How an organization or government agency determines the career path for each employee depends on the needs and situation of the organization itself, but is generally often passed through mutations, training, and promotions. This understanding can be explained below:

a. Mutation

According to Hasibuan (2011: 102) mutasi is a change in position / position / place / work that is carried out both horizontally and vertically in an organization.

b. Training

According to VeithzalRivai (2009:212) training is an activity to improve current performance and future performance. Training is an education that concerns the learning process to improve skills outside the prevailing education system in a relatively short time with a method that prioritizes practice over theory.

c. Promotion

According to Hasibuan (2011: 108) promotion is a transfer that enlarges *the authority* (authority) and *responsiveness* (responsibility) of employees to higher positions in the organization so that obligations, rights, status and the income is getting bigger and bigger. By being able to help promote recognition of the ability and ability of the employee himself to occupy a higher position.

5. Basic Concepts of Career Planning

According to ViethzalRivai& Ella JauvaniSagala (2009:266) the basic concepts of career planning are :

a. Career

Career is the entire work position held during a person's work life cycle.

b. Career path

The career path is a model of sequential job positions that shape a person's career.

c. Career goals

Career goals are future positions that a person strives for as part of their career.

d. Career planning

Career planning is the process by which we select career goals and career paths towards these goals.

e. Career development

Career development consists of personal improvement made by a person in achieving his personal career plan.

6. Dimensions of Career Development

The dimensions of career development according to Handoko in Megita (2014) are threefold, namely as follows:

a. Educational background is one of the requirements to sit in a position. Education is an activity to improve mastery of theory and skills to decide issues related to work in order to achieve goals. An indicator of educational background is the level of education.

b. Training is a process of teaching certain knowledge and skills and attitudes so that employees are more skilled and able to carry out responsibilities better and in the end the training can support the achievement of company goals. The indicator of training is the frequency of training.

c. Work experience is the level of mastery of knowledge and skills of a person that is measured by a person's length of service. An indicator of work experience is the length of work.

7. Definition of Work Motivation

Work motivation according to Suwanto and Donni Juni Priansa (2011: 171) states that motivation comes from the Latin word (*movere*) which means encouragement, daya drive or force that causes an action or action. Motivation questions how to direct the power and potential of subordinates to be willing to work productively in achieving and realizing goals that have been Determined.

According to Malayu S.P Hasibuan in Danang Sunyoto (2012: 191) motivation is a stimulant of desire (*want*) the driving force of a person's will to work, each motive has a certain goal to be achieved.

8. Work Motivation Goals

The objectives of motivasi according to Malayu S.P Hasibuan (2011:146) are as follows :

- a. Improve employee morale and job satisfaction.
- b. Increase the work productivity of employees.
- c. Maintaining the stability of the company's employees .
- d. Improve employee discipline .
- e. Streamline employee existence.
- f. Creating a good working atmosphere and relationship .
- g. Increase employee loyalty, creativity, and participation .
- h. Heightens the employee's sense of responsibility to his duties.
- i. Improving the well-being of employees.
- j. Increase the efficiency of the use of tools and raw materials.

According to Malayu S.P Hasibuan in Sandrawati (2012:30) motivation is influenced by :

1. Motif

Motive is a stimulator of desire and the driving force of the will work. Each motive has a specific goal to be achieved. An impulse that exists in each person, the level of reason or motive, which moves it, describes the level of going about something.

2. Hope

Hope is the possibility of achieving something with a certain action. An employee is motivated to earn a high level of wages if the employee believes the wages will lead to a good performance appraisal, an assessment will encourage organizational rewards such as bonuses, raises or promotions and that reward will satisfy the employee's personal goals.

3. Incentive

The incentives given to employees greatly affect work motivation and productivity. Leaders need to plan for providing incentives in the form of adequate money so that employees have high work motivation to achieve organizational goals.

9. The Principle of Motivation

This principle of motivation includes the principle of following include, communication, recognition, legalized authority and mutual attention (Hasibuan,2011:146).

a. The Principle of Inclusion

The purpose of this principle is for subordinates to participate and give them the opportunity to put forward various ideas, recommendations and decision-making processes .

b. Principles of Communication

The point of this principle is to clearly inform about the goals to be achieved, how to do them, and the obstacles faced.

c. The Principle of Recognition

The principle of recognition means to give appropriate and reasonable appreciation and recognition to subordinates for the work achievements achieved.

d. Asa Authority in Delegation

Delegate the authority and freedom of employees to make decisions and be creative in carrying out the duties of superiors.

e. Asa Mutual Attention

This principle motivates subordinates by expressing the wishes or expectations of the company in addition to trying to meet the needs expected of the company.

10. Motivation process

According to Hasibuan (2011: 150) motivation has several processes , namely :

a. Purpose

In the process of motivation it is necessary to set first the goals of the organization, and then the employees are motivated towards those goals.

b. Knowing the Interests

Knowing the interests of employees is the most important thing in the motivation process and is not only seen from the point of view of the interests of the leadership or the company.

c. Effective Communication

In the process of communication requires good communication with subordinates. Subordinates must know what must be allowed and what conditions must be met in order for the incentive to be obtained by him.

d. Purpose Integration

The motivational process is necessary to dredge the goals of the organization and the goals of the interests of employees.

e. Facilities

It is important to provide facility assistance to organizations and individual employees that will support the smooth implementation of work, such as providing vehicle assistance to *salesmen*.

11. Definition of Competence

Competence is important in order to achieve the goals of an organization effectively and efficiently. Employees who have high competence will be able to carry out their duties well. According to Spencer danpencer in Wibowo (2010:325) competence is the basic foundation of people's characteristics and indicates a way of behavior or thinking, equalizing situations, and supporting a long period of time.

Armstrong and Baron in Wibowo (2010:326) define that competence is a dimension of behavior because it is intended to explain how people behave when they perform their roles well.

12. Competency Type

Different types of competencies are associated with aspects of human behavior and with their ability to demonstrate those behavioral abilities. There are several types of competencies according to Wibowo (2010: 328) which can be explained as follows:

a. *Planning competency*, associated with certain actions such as setting goals, assessing risks and developing sequences of actions to achieve goals.

b. *Influence competency*, associated with actions such as having an impact on others, forcing to perform certain actions or making certain decisions and inspiring to work towards organizational.

c. *Communication competency*, in the form of speech skills, listening to others, written and nonverbal communication.

d. *Interpersonal competency*, including empathy, consensus building ,

e. *networking*, persuasion, negotiation, diplomacy, conflict management and respect for others.

f. *Thinking competency*, with regard to strategic thinking, analytical thinking, being committed to action, identifying links and generating creative ideas.

g. *Organizational competency*, includes the ability to plan work, measure progress and take calculated risks .

13. Factors Affecting Competence

According to Zwell in Wibowo (2010:339) there are several factors that can affect a person's competence. These factors include the following :

a. Beliefs and Nileai-Values

People's beliefs about themselves as well as in others will affect behavior. Perhaps people believe that they are not creative and innovative, they will not try to think about new or different ways of doing things.

b. Skills

Skills play a role in most competencies. Public speaking is a skill that can be learned, practiced, and improved, writing skills can also be improved by instruction, practice and feedback.

c. Experience

The expertise of many competencies requires experience in organizing people, communicating in front of groups, solving problems and so on. People who never

in relation to large and complex organizations it is impossible to develop organizational intelligence to understand the dynamics of power and influence in the environment.

d. Karakteristic Personality

In personality, there are many factors that are difficult for which it is difficult to change. But his personality is something that can't change. In fact, a person's personality can change all the time. People respond and relate to their strength and surrounding environment.

5. Motivation

Motivation is a factor in competence that can change.

By providing encouragement, appreciation of the work of subordinates giving individual recognition and attention from superiors can have a positive influence on the motivation of a subordinate.

6. Emotional Issues

Emotional barriers can limit the mastery of competence. Fear of making mistakes, being ashamed of feeling disliked or not being a part. All of them tend to limit motivation and initiative. Feelings about authority can affect communication skills and resolve conflicts with managers.

7. Intellectual Abilities

Competence depends on cognitive thinking such as conceptual thinking and analytical thinking. It is impossible to improve through every intervention realized by an organization.

8. Organizational Culture

Organizational culture affects a person's competence in activities, because organizational culture affects performance, relationships between employees, work motivation and all of them will affect the competence of the person.

14. Definition of Employee Performance

According to SyamsirTorang (2013: 74) performance is the quantity and or quality of the work of an individual or group in an organization in carrying out main tasks and functions that are guided by norms, standard operating procedures, criteria and measures that have been set or applicable in organization.

SuyadiPrawirosentono in AkhmadSubekhi and Mohamad Jauhar (2012: 193) performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and their respective responsibilities, in order to achieve the goals of the organization concerned legally, do not violate the law and are in accordance with morals and ethics.

15. Performance Appraisal

Performance appraisal refers to a formal and structured system used to measure, assess, and influence traits related to work, behavior and results, including attendance rates (VeithzalRivai in Suwatno and Donni JuniPriansa, 2011:196). Thus, performance appraisal is the result of the work of employees within the scope of their responsibilities, in the business world that competes at the global level, employees really need high performance .

16. Performance Appraisal Objectives

According to Werther and Davis in Suwatno and Donni JuniPriansa (2011: 197) performance appraisal has several objectives and benefits for the company and employees assessed, including:

- a. *Performance Improvement.* Allows employees and managers to take actions related to performance improvement.
- b. *Compensation Adjustment.* Assist in decision-making to determine who is eligible to receive a salary increase or vice versa.
- c. *Placement Decision.* Determine promotions, transfers and demotions.
- d. *Training and Development Needs.* Evaluate the training and development needs for employees to make their performance more optimal.
- e. *Carrer Planning and Development.* Guide to determine the type of career and achievable career potential .
- f. *Staffing Process Deficiencies.* Affects the procedure for hiring employees.
- g. *Informational Inaccuracies and Job-DesignErrors* Helps explain what errors have occurred in human resource management , especially in the field of information *job-analysis, job-design,* and informationsystems human resource management.
- h. *Equal Employment Opportunity.* Indicates that *the placement decision* non-discriminatory.
- i. *Feedback.* Provide feedback for the affairs of the anan as well as for the employees themselves.

External Challenges. Sometimes employee performance is influenced by external factors such as family, personal finances, health, and others. Usually this factor is not very visible, but by conducting a performance assessment, these external factors will be visible so as to help the human resources department to provide assistance for the improvement of its career performance.

III. Research Methods

In this study, the researcher used the method The type of research conducted by this researcher uses a quantitative descriptive method. The object of the research conducted by pada Sub-district Office, District

DuaBoccoe Bone Regency regarding the Influence of Career Development, Work Motivation, and Competence on Employee Performance. In this study, it provides a picture of data that is analyzed accurately, systematically, statistically, andn clearly. Quantitative analysis is based on the analysis of variables that can be explained in quantity (measurable) with formulas or definitive analysis tools. Quantitative method is a method used for the presentation of research results in the form of numbers and their analysis using statistics, Sugiyono (2014: 28). So, descriptive research with a quantitative approach explains and describes each variable using data in the form of numbers and then explainsthe relationship between the two variables through hypothesis testing.

The data analysis method used in this study is descriptive statistical analysis is a statistic used to analyze data by describing or attaching data that has been collected as it is without intending to make conclusions that apply to the public or generalizations (Sugiyono, 2014: 206). In the previous sub - researchers have explained that the analysis method used and multiple regression analysis according to Danang Sunyoto (2011: 61), multiple regression analysis to determine whether there is a significant influence of two or more variables (X1 Career development, X2 Work motivation, X3 Competence) to the bound variable (Y Employee Performance). The Regression Equation formula is as follows:

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

Where:

Y = Employee performance

α = Constants

X1 = Career development X2 = Work Motivation

X3 = Competence e = *Erro*

IV. Results of Research And Discussion

Result

This study used multiple linear regression for proof research hypothesis. This analysis will use inputs based on data obtained from the questionnaire. The results of data processing using the FULL SPSS program are in the appendix and then summarized as follows:

Table IV.45 Analysis Results of Multiple Linear Regression Coefficients

Type	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(constant)	12.036	4.529	
Career Development	.408	.121	.422
Work Motivation	.332	.105	.395
Competence	.350	.096	.432

Source : SPSS Data Processed by Researchers, 2017

Based on the data of table IV.47 where the results of regression analysis obtained regression equations as follows:

$$Y = 12.036 + 0.408X_1 + 0.332X_2 + 0.350X_3$$

The results of multiple linear regression analysis that are still in the form of numbers can be explained in an easy-to-understand language as follows:

a. Constant 12,036

The constant value of 12,036, means that if the variables of career development, work motivation and competence are zero, then employee performance will be worth 12,036. So it can be concluded that without any variables of career development, work motivation and competence, employee performance will be 12,036 and show positive results.

b. $(b_1) = 0.408$

This means that the career development variable affects employee performance by 0.408 or has a positive effect which means that if the career development variable increases by 1, it will affect employee performance. an increase of 0.408.

c. $(\beta_2) = 0.332$

This means that the work motivation variable affects employee performance by 0.332 or has a positive effect, which means that if the work motivation variable increases by 1, it will affect employee performance by 0.332.

d. $(\beta_3) = 0.350$

This means that the competency variable affects employee performance by 0.350 or has a positive effect, which means that if the competency variable increases by 1, it affects employee performance by 0.350.

V. Discussion

This research seeks to obtain an overview of the influence, career development, work motivation and competence on employee performance at the Two Boccoe Sub-district Offices. After analyzing the problems found regarding the resources of the manusia at the Boccoe Sub-district Office two, the variable Career development, work motivation and competence can affect the performance of employees at the Sub-district Office of DuaBoccoe, as evidenced by data analysis using predetermined research methods. From the test results, the discussion was obtained as follows:

a. The Effect of Career Development on Employee Performance

The results of the research that has been carried out by researchers can be concluded that the career development variables in partial tests on the performance of employees of the Two Boccoe Sub-district Offices resulted in a t test of $3.384 > t$ table 2.055 and a sig value of $0.002 < 0.05$. Based on the data above, that career development variables in this study positively and significantly affects employee performance variables at the Two Boccoe Sub-district Offices.

Based on the results of multiple linear regression analysis obtained a value of $\beta_1 = 0.408$ this means that career development affects employee performance by 0.408 or has a positive effect, which means that if the career development variable increases by 1, it affects employee performance by 0.408. In addition, according to respondents on each indicator question, career development affects the performance of employees at the Two Boccoe Sub-district Offices because it has the highest average score of 4.20. The answer to this highest indicator is found in the answer to the indicator of length of work.

Career development is personal improvement that a person makes to achieve a career plan. Researchers concluded that if career development is high, employee performance will increase. The Two Boccoe Sub-district Office has a high level of career development, namely the frequency of work plates. This of course can affect employee performance due to the high level of career development.

This research is in accordance with the results of research conducted by ItaRifianiPermatasari (2006), showing that career development has a positive and significant effect on employee performance.

Based on the discussion above, the first hypothesis or H1 in this study is accepted, which means that career development variables have a positive and significant effect on employee performance at the Two Boccoe Sub-district Offices.

b. The Effect of Work Motivation on Employee Performance

The results of the study that has been carried out by researchers can be concluded that the work motivation variables in the partial test on the performance of employees of the Two Boccoe Sub-district Offices resulted in a t test of $3.160 > t$ table 2.055 and a sig value of $0.004 < 0.05$. Based on the data above, the work motivation variable in this study has a positive and significant effect on employee performance variables at the Two Boccoe Sub-district Offices.

Based on the results of multiple linear regression analysis obtained value (β_2) = 0.332 This means that the work motivation variable affects employee performance by 0.332 or has a positive effect which means that if the work motivation variable increases by 1, it affects employee performance by 0.332. In addition, the respondents' answers to each indicator question, work motivation affects the performance of employees at the Two Boccoe Sub-district Offices because they have the highest average score of 4.10, the answer to this highest indicator is found in the answers of extrinsic indicators in the form of finances.

Work motivation is to mean the impulse, driving force or force that causes an action or deed. Motivation questions how to direct the power and potential of subordinates to be willing to work productively in achieving and realizing predetermined goals. Researchers concluded if The better the work motivation, the more employee performance will increase. The Sub-District Office of DuaBoccoe has a good work motivation, namely extrinsic in the form of finances. This of course can affect employee performance because of good work motivation.

This research is in accordance with the results of research conducted by Leonardo Agusta and Eddy MadionoSutanto (2013) which shows that work motivation is positive and significant to employee performance.

Based on the discussion above, the second hypothesis or H2 in this study is accepted, which means that the work motivation variable has a positive and significant effect on employee performance in the CamatDuaBoccoe Office.

a. The Effect of Competence on Employee Performance

The results of the research that has been carried out by researchers can be concluded that the competency variables in the partial test on the performance of employees of the Boccoe Sub-district Office two resulted in a t test of $3.655 > t$ table 2.055 and niali sig = $0.001 < 0.05$. Based on the data above, the competency variable in this study has a positive and significant effect on employee performance variables at the Du a Boccoe Sub-district Office.

Based on the results of multiple linear regression analysis obtained the value (β_3) = 0.350. This means that the competency variable affects employee performance by 0.350 or has a positive effect, which means that if the competency variable increases by 1, it affects employee performance by 0.350. In addition, the respondents' answers to each indicator question, competence has an impact on the performance of employees of the Two Boccoe Sub-district Offices because they have the highest average score of 3.60.

Competence is the ability to carry out or perform work that is based on skills and knowledge and is supported by the work attitude required by the work.

Researchers concluded that if competence is high, employee performance will increase. The Two Boccoe Sub-district Office has a high level of competence, namely high planning ability in the Camat Dua Boccoe Office. This of course can affect employee performance due to high competence.

This research is in accordance with the results of research conducted by Angga Rahayu Shaputra and Susi Hendriani (2015) which shows that competence partially has a positive effect on employee performance.

Based on the discussion above, the third hypothesis or H3 in this study is accepted, which means that the competency variable has a positive and significant effect on employee performance at the Sub-district Office Two Boccoe.

b. The Effect of Career Development, Work Motivation and Competence on Employee Performance

Based on the results of research that has been carried out by researchers that the variables of career development, work motivation and competence simultaneously have a positive and significant effect on employee performance at the Sub-district Office of Dua Boccoe. This is based on the calculation of test F, by comparing f count and F table, it is obtained f count (15.162) greater f table (2.98), and the significance value is 0.000 less than the significance level of 0.05.

According to Handoko in Megita (2014) career development is personal improvements made by a person to plan his career. Good career development can improve employee performance. So that career development has a strong influence on employee performance.

In addition to paying attention to the level of career development owned by employees, another factor that must be considered is the motivation of work in government agencies. Motivation questions how to direct the power and potential of subordinates to be willing to work productively in achieving and realizing predetermined goals. Work motivation according to Suwanto and Donni Juni Priansa (2011: 171) states that motivation comes from the Latin word (*movere*) which means the impulse, driving force or force that causes an action or action.

With this motivation, it is something that causes, channels and supports human behavior so that they are willing to work hard and enthusiastically achieve optimal results.

Another thing besides paying attention to career development and work motivation, the most important thing to do is to pay attention to the competencies that exist in employees. In addition, existing competencies must be managed properly in order to have a positive impact on employee performance. According to Wibowo (2010: 324) competence is an ability to carry out or do work that is based on skills and knowledge and is supported by the work attitude required by the job. If this has been considered properly, it can improve employee performance.

From the results of the coefficient of determination analysis (R^2) shows the *Adjusted R Square* number of 0.594 or 59.4%, which means that variations in employee performance variables can be explained by the variables of career development, work motivation and competence, the remaining 40.6% can be explained by other variables outside of the research variables. Such as variables of leadership style, organizational culture and compensation.

Based on the analysis and data above, it shows that career development, work motivation and competence simultaneously have a positive and significant effect on employee performance, and it can be concluded that the fourth hypothesis or H4 in this study it is accepted. By increasing career development, work motivation, and competence, it will have a positive effect on employee performance.

COVER

VI. Conclusion

Based on the data obtained after reprocessing, the results of research on the influence of career development, work motivation and competence on employee performance at the Boccoe Sub-district Office Two, can be drawn the following conclusions:

(2) Based on the respondents' answers to each indicator question, the career wishful thinking variable shows an average value with a value of 4.02 (High), work motivation shows an average value with a value of 3.79 (High), competence shows an average value with a value of 3.60 (High) and employee performance shows an average score of 4.24 (Very High).

(3) Career development has a positive and significant influence on employee performance, where the t count for t_1 is 3.384 greater than t table 2.055 with significance assar 0.002 less than the significance level of 0.05. Career development variables have an important role in improving employee performance at the Boccoe Sub-district Office Two. So that H1 states

Career development has a positive and significant influence on the performance of employees received.

(4) Work motivation has a positive and significant influence on employee performance, where t counts for t_2 of 3.160 greater than t table 2.055 with significance of 0.004 less than the significance level of 0.05. Work motivation variables have an important role in improving employee performance at the Boccoe Sub-district Office two. So that H2 which states work motivation has a positive and significant influence on employee performance is accepted.

(5) Competence has a positive and significant influence on employee performance, where the calculated t for t_3 is 3.655 greater than t table 2.055 with a significance of 0.001 greater than the significance level of 0.05. Competency variables have a positive effect that can cause increased employee performance at the Two Boccoe Sub-district Offices. So that H3 which states competence has a positive and significant influence on employee performance is accepted.

(6) Testing together, where F counts 15.162 and F table with $df_1 =$ degree of numeration 3 and $df_2 =$ denominator degree 26 with a level of 5% then obtained F table of 2.98, meaning F calculates $> f$ table. The yield of $\rho = 0.000 < 0.05$. Variables of career development, work motivation and competence affect jointly or simultaneously the performance of employees at the Sub-district Office of Dua Boccoe. So that H4 which states career development, work motivation and competence simultaneously has a positive and significant effect on employee performance is accepted.

Saran

Suggestions for further research, this research can be re-conducted with different research objects as well as with question items on the questionnaire that are different from other research questionnaire questions. For further researchers, it can be used as a reference material in conducting research related to career development, work motivation and competence.

The Boccoe Sub-district Office of Dua must pay attention to the development of existing careers because these variables have a positive and significant effect on employee performance. The training conducted by the Two Boccoe Sub-district Office has been very good, but it is good that the Two Boccoe Sub-district Office can maintain the current training programs. Of course, employee performance will be better if they can improve or increase training in accordance with *job specifications* so that the quality of knowledge and skills possessed by employees can increase from time to time. Leaders or co-workers should motivate each other by rewarding outstanding employees, employees who work diligently and giving strict sanctions to employees who are often late to arrive, this is in the mkasuds so that employees can work in accordance with what has been determined in a government agency so that it can improve employee performance, in addition to that the Sub-district Office of Two Boccoe must improve employee competence by conducting training in order to improve knowledge, work skills and attitudes or behaviors. So that employees get additional knowledge that is useful in the present and in the future.

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