

Determining the performance of public sector organizations: An analysis of competence, motivation, career paths, and compensation through job satisfaction

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Abstract

Purpose: The purpose of this study is to examine the influence of competence, motivation, career path, competence, and job satisfaction on organizational performance in public sector companies in Indonesia.

Methodology: This study employs a descriptive qualitative approach using a comparative literature review method. Data were collected from previous relevant studies obtained through reputable academic databases, including Thomson Reuters, Springer, Taylor & Francis, Scopus, Emerald, Elsevier, Sage, Web of Science, Sinta 2–5 Journals, DOAJ, EBSCO, Google Scholar, Copernicus, and digital reference books to analyze relationships among key variables.

Results: The findings indicate that competence, motivation, career path, and compensation each positively influence job satisfaction and organizational performance. Job satisfaction also directly enhances organizational performance. Furthermore, competence, motivation, career path, and compensation indirectly affect organizational performance through the mediating role of job satisfaction.

Conclusions: Competence, motivation, career path, and compensation significantly enhance job satisfaction and organizational performance in Indonesia's public sector.

Limitations: This study is limited to Organizational Performance and Job Satisfaction in the public sector in Indonesia.

Contribution: This study examines how competence, motivation, career path, compensation, and job satisfaction influence public sector organizational performance.

Keywords: Career Path, Compensation, Job Satisfaction, Organizational Performance, Public Sector

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1. Introduction

The performance of public sector organizations (PSOs) is increasingly scrutinized because of their critical role in delivering quality services and promoting sustainable development. A systematic review of the literature reveals that sustainable performance measurement in the public sector often uses the Global Reporting Initiative (GRI) framework, although research in this area lags behind that in the private sector (Anh, 2023). In developing countries, such as Pakistan, transforming PSOs into high-performing organizations is crucial, with the High-Performance Organization (HPO) framework

proposed as a tool for diagnosing and improving organizational performance (Arshad, Kalimullah, Khan, & Shahid, 2020).

The performance of public sector organizations in Indonesia is significantly hampered by challenges such as low effectiveness, efficiency, and service quality, mainly due to suboptimal competencies, motivation, career path, and compensation management. Research indicates that the implementation of New Public Management (NPM) has not fully addressed these issues, as various obstacles persist in its implementation (Zahra, Haliah, & Kusumawati, 2024). Additionally, the shortage of skilled human resources and disparities in service quality between urban and rural areas exacerbate these challenges (Fikri & Tjenreng, 2025).

Improving employees' technical, social, and personal competencies is essential for driving performance in public sector organizations, as evidenced by various studies. Enhancing motivation through intrinsic and extrinsic approaches, in addition to strengthening work resilience, significantly improves employee productivity [insert references]. Clear career paths and fair promotion opportunities, along with continuous competency development, significantly enhance job satisfaction across various sectors. Research indicates that structured career management strategies, such as personalized development plans and transparent promotion criteria, foster a sense of ownership and achievement among employees, particularly among government employees (Mi & Ali, 2024). Overall, these studies collectively highlight the important role of job satisfaction as a mediating factor, indicating that improvements in competence and motivation can lead to enhanced organizational performance in the public sector (Afuan, Ali, & Zefriyenni, 2024).

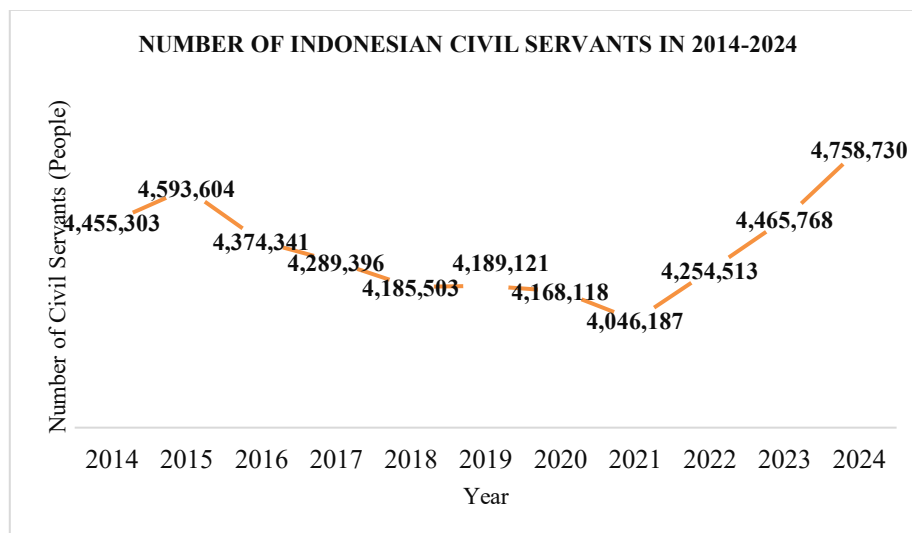


Figure 1. Number of Indonesian Civil Servants in 2014-2024

Figure 1 shows the trend in the number of civil servants (PNS) in Indonesia from 2014 to 2024, which is an important indicator for understanding the dynamics of human resources in the public sector. The data shows fluctuations in the number of civil servants each year, starting from 4,455,303 in 2014, which then increased in 2015 to 4,593,604. Subsequently, the number of civil servants gradually decreased, reaching its lowest point in 2021, with 4,046,187 people. However, since 2022, there has been a noticeable upward trend, with the number of civil servants reaching 4,758,730 in 2024, the highest figure in the past ten years.

These fluctuations reflect various government policies related to recruitment, retirement, and the efficiency of the bureaucracy. In the context of determining the performance of public sector organizations, changes in the number of civil servants have direct implications for workload, task distribution, and quality of public services. When the number of employees decreases, public organizations face challenges in maintaining effectiveness and efficiency, thereby requiring improvements in the competence and motivation of their existing employees. Conversely, an increase

in the number of employees must be balanced with clear *career path* management, a fair compensation system, and strategies to enhance job satisfaction so that the addition of human resources truly has a positive impact on organizational performance.

Thus, the data in Figure 1 not only illustrate the quantitative aspect of the number of employees but also underline the importance of human resource quality management in the public sector. Competency analysis, motivation, career paths, and compensation integrated through job satisfaction are crucial for ensuring that changes in the number of employees are in line with improvements in the effectiveness, efficiency, and quality of public services.

Based on the background of the problem above, the research questions in this public sector study are as follows:

- 1) Does competence affect employees' job satisfaction?
- 2) Does motivation affect job satisfaction?
- 3) Do career paths affect job satisfaction?
- 4) Does compensation affect employees' job satisfaction?
- 5) Does competence influence organizational performance
- 6) Does motivation influence organizational performance?
- 7) Does career path influence organizational performance?
- 8) Does compensation influence organizational performance?
- 9) Does job satisfaction influence organizational performance?
- 10) Does competence influence organizational performance through employees' job satisfaction?
- 11) Does motivation influence organizational performance through job satisfaction
- 12) Does career path influence organizational performance through job satisfaction?
- 13) Does compensation influence organizational performance through job satisfaction?

Although the background provides a comprehensive overview of public sector performance issues, it lacks a clearly defined research gap and explicit novelty. It is recommended to clearly highlight what previous studies have not explored, specifically, the integrated influence of competence, motivation, career path, and compensation on organizational performance through job satisfaction within Indonesia's public sector context. The novelty of this study lies in presenting a comprehensive literature-based framework that connects human resource factors with performance outcomes, offering a new conceptual understanding that can guide future empirical research and policy formulation in public sector performance improvement.

2. Literature review

2.1. Organizational Performance

Organizational performance measures how effectively and efficiently an organization achieves its established goals. This includes the success of implementing strategies, managing resources, and achieving relevant targets. Organizational performance is measured not only by financial results but also by aspects such as productivity, service quality, innovation, customer satisfaction, and adaptability to environmental changes (Oyebanji et al., 2023). The indicators or dimensions of organizational performance include: 1) Effectiveness: The extent to which an organization achieves its strategic targets and objectives according to plan. Effectiveness is determined by the success of programs, the achievement of key performance indicators, and the alignment of results with stakeholder expectations; 2) Efficiency: Describing an organization's ability to utilize resources (time, energy, and funds) optimally to produce maximum output with minimal waste; 3) Service or Product Quality: Assessing the quality of work delivered by the organization, including customer satisfaction, minimal complaints, and consistency in quality standards (Wulandari & Ali, 2023). Organizational performance variables have been studied and are relevant to the research conducted by Silitonga (Silitonga, 2023; Udin, 2023).

2.2. Job Satisfaction

Job satisfaction is a positive emotional state that arises when individuals feel that their needs are met and their job expectations are fulfilled. Factors contributing to job satisfaction include relationships with coworkers, recognition of achievements, opportunities for self-development, a comfortable work

environment, and alignment of the job with one's skills and personal values. Job satisfaction directly influences employee commitment, motivation, and retention (Putri, Fauzi, Saputra, Danaya, & Puspitasari, 2023).

The indicators or dimensions of job satisfaction include: 1) Satisfaction with Salary and Benefits: The level of employee satisfaction with the financial compensation received, including base salary, bonuses, and benefits; 2) Satisfaction with work relationships: The level of satisfaction with interactions with coworkers, supervisors, and the work environment in general; and 3) Satisfaction with career development: Satisfaction with the training, promotion, and competency improvement opportunities provided by the organization. Job satisfaction variables have been studied and are relevant to the research conducted by (Onubi, Carpio, & Hassan, 2024; Saputra, Putri, Puspitasari, & Danaya, 2024; Widodo, 2023).

2.3. Competence

Competence is a combination of knowledge, skills, attitudes, and behaviors necessary for effective job performance. Competence can be technical, related directly to specific skills, or behavioral, including communication, leadership, and teamwork. Having good competence ensures that individuals can contribute optimally to achieving organizational goals (Syahrudin, Hermanto, & Wardini, 2020). The indicators or dimensions of competence include: 1) Technical Competence: The ability to use technical skills and knowledge relevant to the job; 2) Social Competence: The ability to build relationships, collaborate, and communicate effectively with coworkers and external parties; 3) Personal Competence: Work attitude, discipline, responsibility, and integrity in performing duties (Susanto, Supardi, Suhendra, Soeprapto, & Saepudin, 2024). Competency variables have been studied and are relevant to the research conducted by (Hanum, Munandar, & Purwono, 2020; Widiastuti, Wiyarni, & Sudjawoto, 2020).

2.4. Motivation

Motivation is an internal or external force that influences individuals to act and maintain certain behaviors to achieve goals. Motivation can be intrinsic, such as the desire for self-improvement or personal satisfaction, or extrinsic, such as financial rewards or recognition. High motivation improves performance, creativity, and resilience in the face of work challenges (Saputra, 2021). Indicators or dimensions of motivation include: 1) intrinsic motivation: internal drives, such as the desire to achieve, curiosity, and satisfaction with the work itself; 2) extrinsic motivation: drives from external factors, such as salary, bonuses, awards, or job promotions; and 3) resilience and perseverance: the ability to persevere in the face of challenges and to consistently achieve targets (Susita, Sudiarditha, Busharmadi, Hutajulu, & Hutajulu, 2023). Motivational variables have been studied and are relevant to the research conducted by (Maharani & Saputra, 2021; Sucipto, Gunawan, & Kusumah, 2022).

2.5. Career Path

A career path is a progression of positions and responsibilities within an organization that offers opportunities for advancement during an employee's tenure. A clear career path helps employees understand their future prospects, fosters motivation, and directs their efforts toward competency development. A structured career path also makes it easier for organizations to manage talent and plan for job succession (Setiyarti, Subagio, Suryaningsih, Sugiarti, & Mahendra, 2024). Indicators or dimensions of a career path include: 1) Clarity of Career Path: Having a clear career map or plan so employees know the steps and positions they can achieve; 2) Promotion Opportunities: Opportunities to move up the ladder or take on greater responsibilities in line with performance and competence; and 3) Competency Development: Access to training, mentoring, or education to support career progression (Manjoo, Rajlal, & Utete, 2023). Career path variables have been studied and are relevant to the research conducted by (Lukman & Wahyuningtyas, 2025; Obeidat, Al-Omari, Aljawarneh, & Alkhoulouf, 2022).

2.6. Compensation

Compensation includes all forms of remuneration received by employees in exchange for their contributions to an organization. It can include base salary, allowances, bonuses, incentives, and non-financial benefits such as health insurance, paid leave, and training. A fair and competitive

compensation system can increase job satisfaction, attract top talent, and encourage better performance (Anugra, Nurrahmi, Hustia, & Bahieta, 2023).

The indicators or dimensions of compensation include: 1) Direct Financial Compensation: Base salary, overtime pay, bonuses, and incentives provided directly; 2) Indirect Financial Compensation: Health benefits, pension funds, paid leave, and other perks; and 3) Non-financial compensation: Recognition, awards, a positive work environment, and flexible working hours (Christianto, 2021). Compensation variables have been studied and are relevant to the research conducted by (Hasibuan & Bayzura, 2021; Katabalo & Mwita, 2024).

2.7. Previous Research

Based on the findings above and previous studies, the research discussion is formulated as follows.

Table 1. Relevant Previous Research Findings

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Hajiali, Kessi, Budiandriani, Prihatin, & Sufri, 2022)	<ul style="list-style-type: none"> • Work Motivation Variables influence Job Satisfaction and Employee Performance • Leadership Style Variables influence Job Satisfaction and Employee Performance • Employee Competency Variables Affect Job Satisfaction and Employee Performance 	This article has similarities in that it examines the Competence variable as the independent variable and the Job Satisfaction variable as the dependent variable	The difference lies in the other independent variables being studied, including Leadership Style
2	(Rosalia, Mintarti, & Heksarini, 2020)	<ul style="list-style-type: none"> • Compensation Variables influence Job Satisfaction and Employee Performance at SMK Medika Samarinda • The Motivation variable influences Job Satisfaction and Employee Performance at SMK Medika Samarinda 	This article shares similarities in examining the independent variables Motivation and Compensation, as well as the dependent variable Job Satisfaction.	<ul style="list-style-type: none"> • The difference lies in the dependent variable, where previous studies examined the variable of Employee Performance • The research was conducted at SMK Medika Samarinda
3	(Darmadi & Suwanto, 2025)	<ul style="list-style-type: none"> • The Compensation variable influences Job Satisfaction in the Retail Industry • The Career Path variable influences Job Satisfaction in the Retail Industry 	This article shares similarities in studying the independent variables Career Path and Compensation, as well as the dependent variable Job Satisfaction	The difference lies in the research object, which is conducted in the retail industry
4	(Serang, Ritamariani, Kamase, & Gani, 2023)	<ul style="list-style-type: none"> • Work Motivation Variables Influence Job Satisfaction and Field Extension Performance in Family Planning in South Sulawesi • The Compensation variable influences Job Satisfaction and Field Extension Performance in Family Planning in South Sulawesi 	This article shares similarities in examining the Compensation variable as the independent variable and the Job Satisfaction variable as the dependent variable	The difference lies in the independent variables, where the previous study examined Work Motivation and Work Procedures

		<ul style="list-style-type: none"> • Work Procedure Variables Affect Job Satisfaction and Field Extension Performance in Family Planning in South Sulawesi 		
5	(Suprayitno & Hermawan, 2022)	<ul style="list-style-type: none"> • Organizational Climate Variables Influence Organizational Performance at PT Saharjo Enam Sembilan • Competence Variable influences Organizational Performance at PT Saharjo Enam Sembilan 	This article shares similarities in examining the Compensation variable as the independent variable and the Organizational Performance variable as the dependent variable.	<ul style="list-style-type: none"> • The difference lies in the independent variable, where previous studies examined the Organizational Climate variable • The research was conducted at PT Saharjo Enam Sembilan
6	(Kalogiannis, 2021)	<ul style="list-style-type: none"> • Employee Motivation Variables influence Organizational Performance in the Public Sector • The Organizational Implementation variable influences Organizational Performance in the Public Sector 	This article has similarities in that it examines the variable of Motivation as the independent variable and the variable of Organizational Performance as the dependent variable	The difference lies in the independent variables, where the previous study examined Organizational Implementation variables
7	(Normi, 2024)	<ul style="list-style-type: none"> • Motivational variables influence employee performance in communication and information services in Medan City • Career Path Variables Affect Employee Performance in Communication and Information Services in Medan City • Work Discipline Variables Affect Employee Performance in Communication and Information Services in Medan City 	This article has similarities in researching the variables Career Path and Motivation as independent variables, and researching Organizational Performance as the dependent variable	<ul style="list-style-type: none"> • The difference lies in the independent variables, where the previous study examined the Work Discipline variable • The research object is Communication and Information Services in Medan City
8	(Wulandari & Ali, 2023)	<ul style="list-style-type: none"> • The Compensation variable influences Organizational Performance • The variable of Information Technology Utilization influences Organizational Performance • Employee Development Variables Affect 	This article has similarities in that it examines the Compensation variable as the independent variable and Organizational Performance as the dependent variable.	The difference lies in the independent variables, where previous studies examined the variables of Information Technology Utilization and

	Organizational Performance		Employee Development
9 (Oyebanji et al., 2023)	<ul style="list-style-type: none"> • Employee Engagement influence Organizational Performance • The Job Satisfaction variable influences Organizational Performance 	This article shares similarities in examining the Job Satisfaction variable as the independent variable and the Organizational Performance variable as the dependent variable.	The difference lies in the independent variable, where previous studies examined the variable of employee involvement
10 (Nugroho, Erari, & Adj, 2021)	<ul style="list-style-type: none"> • Leadership Variable influences Organizational Performance through Job Satisfaction • Competence Variable influences Organizational Performance through Job Satisfaction • Organizational Culture variable influences Organizational Performance through Job Satisfaction 	This article examines the Competence variable as the independent variable, Organizational Performance as the dependent variable, and Job Satisfaction as the mediating/intervening variable.	The difference lies in the independent variables, where previous studies examined Leadership and Organizational Culture variables.
11 (Kumari, Ali, & Abbas, 2021)	<ul style="list-style-type: none"> • The Motivation variable influences Organizational Performance through Job Satisfaction • The Reward variable influences Organizational Performance through Job Satisfaction 	This article examines the variable Motivation as the independent variable, Organizational Performance as the dependent variable, and Job Satisfaction as the mediating/intervening variable	The difference lies in the independent variables, where previous studies examined the Reward variable
12 (Obeidat et al., 2022)	Career Path Variables Affect Organizational Performance through Job Satisfaction in Pharmaceutical Companies in Jordan	This article examines the Career Path variable as the independent variable, Organizational Performance as the dependent variable, and Job Satisfaction as the mediating/intervening variable.	The research was conducted on pharmaceutical companies in Jordan
13 (Katabalo & Mwita, 2024)	<ul style="list-style-type: none"> • Compensation Variables Influence Organizational Performance through Job Satisfaction • The Employee Performance variable influences Organizational Performance through Job Satisfaction 	This article examines the variable of Compensation as the independent variable, Organizational Performance as the dependent variable, and Job Satisfaction as the mediating/intervening variable.	The difference lies in the independent variable, where previous studies examined the Employee Performance variable

3. Methodology

This study used a descriptive qualitative approach with a literature review method. The main focus is to analyze the relationship between the variables of competence, motivation, career path, and compensation on organizational performance through job satisfaction in Indonesia's public sector. This approach was chosen because it provides an in-depth understanding of the phenomenon being studied based on synthesizing previous research results. The research data were obtained from various relevant and high-quality scientific publications. The articles used as references were obtained from reputable academic databases such as Thomson Reuters, Springer, Taylor & Francis, Scopus (Q2–Q4), Emerald, Elsevier, Sage, Web of Science, and Sinta-indexed national journals (S2–S5). Additionally, data were obtained from open sources such as DOAJ, EBSCO, Google Scholar, Copernicus, and digital reference books. The selection of data sources was based on topic relevance, publication credibility and content currency.

Data were collected through a literature review using relevant keywords, including competence, motivation, career path, compensation, job satisfaction, and organizational performance. The search was conducted online in academic databases, and the results were filtered based on topic relevance and the predetermined criteria. Data analysis was conducted using comparative analysis, which involved comparing previous research results to identify patterns of relationships between variables. Data from various sources were organized thematically according to the research focus. The synthesized results were then used to answer the research questions and construct a conceptual framework of the relationships between the variables.

The qualitative literature review method was chosen because it allows for an interpretive and holistic understanding of the relationships among variables that are often complex and context-dependent in public-sector organizations. This approach emphasizes depth over breadth, enabling researchers to critically evaluate and synthesize existing findings rather than merely aggregating numerical results. The inclusion criteria for literature selection were as follows: (1) empirical or conceptual studies published between 2015 and 2025; (2) research that explicitly discusses one or more of the key variables competence, motivation, career path, compensation, job satisfaction, or organizational performance in the context of public sector management; (3) articles published in peer-reviewed journals or reputable publishers; and (4) studies written in English or Bahasa Indonesia. The exclusion criteria were non-scholarly sources, duplicate publications, and studies lacking methodological transparency. This systematic selection process ensured that the reviewed materials were credible, relevant, and aligned with the study objectives.

4. Results and discussion

4.1. Result

4.1.1. *The Influence of Competence on Job Satisfaction*

Based on the literature review and relevant previous studies, it can be concluded that competence influences job satisfaction in public-sector companies in Indonesia. To improve employee job satisfaction through competence, public sector companies in Indonesia must do the following: 1) Technical competence: Public sector companies can provide training and professional development relevant to the duties and responsibilities of employees; 2) Social competence: Companies need to facilitate training in communication, collaboration, and leadership. These sessions can focus on how to communicate effectively with colleagues, supervisors, and the public; and 3) personal competencies: Companies can implement coaching and counseling programs to help employees develop skills such as time management, adaptability to change, and problem-solving.

If public sector companies in Indonesia can pay attention to or implement these three things, it will have a positive impact on job satisfaction, which includes the following: 1) Satisfaction with salary and benefits: When employees have high competence, they tend to be more productive and make greater contributions. This can serve as a basis for companies to provide fairer and more appropriate financial rewards, such as salary increases, bonuses, or benefits commensurate with their performance and expertise; 2) Satisfaction with work relationships: With improved social competence, communication

and collaboration will become smoother. This will create a more harmonious, supportive, and conflict-free work environment for employees. Employees feel valued and supported by their colleagues and superiors, thereby increasing their satisfaction with workplace relationships. 3) Satisfaction with career development: Training and development provided by the company will open clearer opportunities for promotion and career growth. Employees will see a clear path for advancement, which makes them feel that their time and effort are recognized and valued. This provides long-term hope and motivation, which are crucial for job satisfaction. The results of this study are in line with the previous research conducted by Hajiali et al. (2022), which states that there is a relationship between competence and job satisfaction.

4.1.2. The Influence of Motivation on Job Satisfaction

Based on a review of the literature and relevant previous studies, it can be concluded that motivation influences job satisfaction in public sector companies in Indonesia. To improve employee job satisfaction through motivation, public sector companies in Indonesia must do the following: 1) intrinsic motivation: Companies must create a work environment that allows employees to feel meaningful and have autonomy. This can be achieved by assigning employees challenging and relevant tasks and trusting them to make decisions within certain boundaries. 2) Extrinsic motivation: Companies need to ensure that the reward and recognition systems in the workplace are fair and transparent. 3) Resilience and perseverance: Companies can implement training programs focused on mental and emotional development to enhance resilience and perseverance. These could include stress management workshops, mindfulness training, or coaching sessions to help employees cope with challenges and failure.

If public sector companies in Indonesia can pay attention to or implement these three things, it will have a positive impact on job satisfaction. 1) Satisfaction with salary and benefits: When extrinsic motivation is applied properly through a fair and transparent compensation system, employees feel that their efforts and contributions are financially rewarded. They will feel that the salaries and benefits they receive are commensurate with their workload and performance, thereby increasing their satisfaction with the financial aspects of their job. 2) Satisfaction with work relationships: Increased intrinsic motivation and resilience create a more positive work environment. Motivated and resilient employees tend to have more positive attitudes and are better able to work together. This will reduce conflict, improve communication, and build stronger and more supportive relationships among coworkers and supervisors, which will ultimately increase satisfaction with workplace relationships; 3) Satisfaction with career development: With support for intrinsic motivation and perseverance, employees will feel empowered to control their career future. They will see that the company provides opportunities for growth (through challenging tasks and training) and supports employees in overcoming obstacles. This fosters optimism and certainty about future career paths, which are crucial for long-term career satisfaction. The results of this study are in line with previous research conducted by Rosalia et al. (2020), which states that there is a relationship between motivation and job satisfaction.

4.1.3. The Influence of Career Path on Job Satisfaction

Based on a review of the literature and relevant previous studies, it can be concluded that career paths influence job satisfaction in public sector companies in Indonesia. To improve employee job satisfaction through career paths, public sector companies in Indonesia must: 1) Clarity of career paths: Public sector companies must design and transparently communicate their organizational structure and promotion paths. This can be done by creating a career map that shows the various positions available, the qualifications required for each position, and the steps that must be taken to reach higher positions; 2) Promotion opportunities: Companies must implement a fair, performance-based, and open promotion system. Promotions should not be based on seniority or personal connections. Instead, use objective criteria, such as measurable performance evaluations, achievement of targets, and competency development; 3) Competency development: Companies must provide structured training and development programs. These programs must align with the existing career paths.

If public sector companies in Indonesia can pay attention to or implement these three things, it will have a positive impact on job satisfaction.

- 1) Satisfaction with salary and benefits: When career paths are clear and promotion opportunities are available, employees see a direct correlation between performance, promotion, and increased compensation. This gives employees a strong reason to work hard because they know that their efforts will be rewarded financially in the future, which increases their satisfaction with monetary aspects.
- 2) Satisfaction with work relationships: Clear career paths and fair promotion systems create a more positive and collaborative work environment. Employees will be more focused on self-development and team collaboration to achieve goals, which ultimately strengthens work relationships and reduces potential conflicts.
- 3) Satisfaction with career development: This impact is most directly visible in the present study. With a clear career path and support for competency development, employees feel that the company truly cares about their future career development. This provides a sense of optimism, hope, and long-term motivation, which is at the core of career development satisfaction. The results of this study are in line with previous research conducted by Darmadi and Suwanto (2025), which states that there is an influence between career path and job satisfaction.

4.1.4. The Influence of Compensation on Job Satisfaction

Based on a review of the literature and relevant previous studies, it can be concluded that compensation affects job satisfaction in public sector companies in Indonesia. To improve employee job satisfaction through compensation, public sector companies in Indonesia must do the following: 1) Direct financial compensation: Public sector companies must ensure that base salaries and performance bonuses are set fairly, competitively, and transparently. Salaries should be commensurate with job responsibilities, skill levels and market standards. 2) Indirect financial compensation: Companies should provide comprehensive and beneficial benefit packages. This includes adequate health benefits for employees and their families, stable pension funds, and other benefits such as transportation or housing; 3) Non-financial compensation: Companies can create a positive work environment and recognize employee achievements.

If public sector companies in Indonesia can pay attention to or implement these three things, it will have a positive impact on job satisfaction. 1) Satisfaction with salary and benefits: This impact is the most immediately apparent. With fair financial compensation and comprehensive benefit packages, employees will feel that the wages and benefits they receive are commensurate with their contributions to the organization. This eliminates financial worries, increases security, and makes employees feel valued, which is at the core of satisfaction with salary and benefits; 2) Satisfaction with working relationships: When employees feel valued through fair compensation, they tend to have a more positive attitude toward management and coworkers. Clarity and transparency in the compensation system can reduce the potential for jealousy or conflict that often arises from unfairness; 3) Satisfaction with career development: Although it may not be immediately apparent, compensation plays an important role. With adequate financial compensation, employees are motivated to improve their performance and pursue promotion opportunities. The results of this study are in line with those of Serang et al. (2023), who stated that compensation influences job satisfaction.

4.1.5. The Influence of Competence on Organizational Performance

Based on a review of the literature and relevant previous studies, it can be concluded that competence influences organizational performance in public sector companies in Indonesia. To improve organizational performance through competence, public sector companies in Indonesia must do the following:

- 1) Technical competence: Public sector companies must provide training and development oriented toward improving specific skills needed for the job.
- 2) Social competence: Companies must build a collaborative and communicative work culture; and
- 3) Personal competence: Companies must support employees self-development through *coaching*, mentoring, and stress management programs. This includes abilities such as resilience, initiative, and responsibility.

If public sector companies in Indonesia can pay attention to or implement these three things, it will have a positive impact on organizational performance. 1) Effectiveness: Improving technical, social, and personal competencies will ensure that organizational goals are achieved. Competent employees will make better decisions and complete tasks with optimal results, enabling the organization as a whole to achieve its targets and mission effectively; 2) Efficiency: With strong technical competencies, employees can complete work more quickly and use resources more wisely. Good social competencies will also reduce time wasted due to miscommunication or conflict; 3) Quality of services or products: Technically competent employees will produce more precise work, while social competencies will improve the quality of interactions with the community. These improvements directly impact the quality of the services provided or products produced. Consequently, public sector organizations can deliver better services to the public, ultimately enhancing public trust and organizational reputation. The results of this study are in line with those of Suprayitno and Hermawan (2022), who stated that there is an influence between competence and organizational performance.

4.1.6. The Influence of Motivation on Organizational Performance

Based on a review of the literature and relevant previous studies, it can be concluded that motivation influences organizational performance in public sector companies in Indonesia. To improve organizational performance through motivation, public sector companies in Indonesia must do the following: 1) intrinsic motivation: Companies must create a work environment that allows employees to feel meaningful and have autonomy. This can be achieved by assigning employees challenging and relevant tasks and trusting them to make decisions within certain limits. 2) Extrinsic motivation: Companies must ensure that their reward and recognition systems are fair, transparent, and competitive. 3) Resilience and perseverance: Companies can organize training programs that focus on mental and emotional development of employees. These can include stress management *workshops*, *mindfulness* training, or *coaching* sessions to help employees cope with challenges and failure.

If public sector companies in Indonesia can pay attention to or implement these three things, it will have a positive impact on organizational performance.

- 1) Effectiveness: Employees who are intrinsically and extrinsically motivated are more dedicated and proactive in completing tasks. With resilience, they do not easily give up when faced with obstacles. This ensures that organizational targets and goals are achieved better and on time, thereby improving overall effectiveness.
- 2) Efficiency: Motivated employees tend to be more focused and productive. They use time and resources more efficiently because they have an internal drive to deliver the best results. A positive work environment resulting from high motivation also reduces time wasted due to conflicts or dissatisfaction.
- 3) Quality of service or products: Motivated employees have a higher commitment to the quality of their work. They not only complete tasks but also strive to deliver exceptional results. Strong motivation and perseverance ensure that every service or product produced meets high standards, which ultimately enhances customer satisfaction and the organization's reputation. The results of this study are in line with previous research conducted by Kalogiannidis (2021), which states that there is a relationship between motivation and organizational performance.

4.1.7. The Influence of Career Path on Organizational Performance

Based on a review of the literature and relevant previous studies, it can be concluded that career paths influence organizational performance in public-sector companies in Indonesia. To improve organizational performance through career paths, public sector companies in Indonesia must:

- 1) Clarity of career paths: Public sector companies in Indonesia must proactively design and communicate transparent career maps. These maps should detail the stages, positions, and requirements needed to advance to higher levels.
- 2) Promotion opportunities: Public sector companies must ensure that the promotion system is fair and merit-based, and not based on seniority or personal connections. Promotions should be based on objective performance evaluations, target achievement, and relevant competencies.
- 3) Competency development: Companies should provide training and development programs that are aligned with career paths.

If public sector companies in Indonesia can pay attention to or implement these three things, it will have a positive impact on organizational performance.

- 1) Effectiveness: Employees with clear career paths and competency development support have a better understanding of their roles in achieving organizational goals. They will work with focus and dedication, which will ultimately improve the organization's ability to achieve its mission and targets. The organization becomes more agile and responsive to community demands.
- 2) Efficiency: A fair promotion system and relevant training produce a more skilled and high-performing workforce. Competent employees complete tasks faster and with fewer errors and use organizational resources more efficiently. This reduces operating costs and increases overall productivity.
- 3) Quality of services or products: Employees who are motivated and competent through a clear career path tend to have higher commitment to the quality of their work. They strive to give their best in every aspect of their work, from interacting with the public to completing technical tasks. This will directly improve the quality of public services provided, which will ultimately increase public satisfaction and the overall reputation of public sector companies.

The results of this study are in line with the previous research conducted by Normi (2024), which states that there is an influence between career path and organizational performance.

4.1.8. The Influence of Compensation on Organizational Performance

Based on a review of the literature and relevant previous studies, it can be concluded that compensation affects organizational performance in public sector companies in Indonesia. To improve organizational performance through compensation, public sector companies in Indonesia must do the following: 1) Direct financial compensation: Public sector companies must establish a fair, competitive, performance-based basic salary and bonus structure. Salaries should reflect employees' responsibilities and skills and be aligned with market standards to attract and retain the best talent. 2) Indirect financial compensation: Companies should provide comprehensive benefit packages, such as health insurance covering the entire family, stable pension programs, and other benefits, such as transportation or housing. 3) Non-financial compensation: This type of compensation focuses on employee recognition and self-development. Recognition of achievements through awards or public praise, as well as opportunities to participate in training, workshops, or career development, are highly effective forms of employee compensation.

If public sector companies in Indonesia can pay attention to or implement these three things, it will have a positive impact on organizational performance. 1) Effectiveness: Employees motivated by financial and non-financial compensation will be highly dedicated and committed to their work. They will work optimally to achieve the goals that have been set, thereby increasing the effectiveness of the organization in completing work programs and fulfilling its main mission; 2) Efficiency: A fair and transparent compensation system will encourage employees to work more productively and efficiently. Motivated employees tend to use their time and resources wisely to achieve the best results possible. This will also reduce employee *turnover*, which ultimately saves costs and resources that would otherwise be spent on recruiting and training new employees; 3) Quality of service or products: Employees who feel valued and have guaranteed welfare will have higher job satisfaction, which is directly proportional to the quality of their work. They will be more enthusiastic about interacting with the community and providing the best service. The results of this study are in line with previous research conducted by Wulandari and Ali (2023), which states that compensation influences organizational performance.

4.1.9. The Influence of Job Satisfaction on Organizational Performance

Based on a review of the literature and relevant previous studies, it can be concluded that job satisfaction influences organizational performance in public sector companies in Indonesia. To improve organizational performance through job satisfaction, public sector companies in Indonesia must:

- 1) Satisfaction with salary and benefits: Public sector companies must have a fair, transparent, and competitive compensation system for employees. Base salaries must be commensurate with responsibilities and market standards.
- 2) Satisfaction with working relationships: Public sector companies must create a positive, collaborative, and supportive work environment for employees. This can be achieved by

encouraging open communication, facilitating *team-building* activities, and providing effective conflict resolution mechanisms.

- 3) Satisfaction with career development: Companies must provide clear career paths and fair promotion opportunities to employees. This includes offering training and competency development opportunities relevant to the career paths desired by employees.

If public sector companies in Indonesia can pay attention to or implement these three things, it will have a positive impact on organizational performance. 1) Effectiveness: Satisfied employees are more dedicated and proactive. They will work with focus and enthusiasm, which will ultimately improve the organization's ability to achieve its strategic and operational goals effectively; 2) Efficiency: High job satisfaction will increase productivity and work efficiency. Employees who feel valued and motivated work faster and with better quality. 3) Quality of services or products: Satisfied employees have a more positive attitude and higher morale; they tend to provide better services and produce higher-quality work. This will increase public satisfaction with public services and strengthen the overall reputation of the organization. The results of this study are consistent with those of previous research conducted by Oyebanji et al. (2023), which states that there is a relationship between job satisfaction and organizational performance.

4.1.10. The Influence of Competence on Organizational Performance through Job Satisfaction

Based on a review of the literature and relevant previous studies, it can be concluded that competence influences organizational performance through job satisfaction in public-sector companies in Indonesia. To improve organizational performance through job satisfaction and competence, public sector companies in Indonesia must do the following:

- 1) Satisfaction with salary and benefits: Companies must establish fair, transparent, and competitive compensation systems. This includes basic salaries commensurate with job responsibilities and market standards, as well as comprehensive benefit packages (such as health and pension) to provide financial security.
- 2) Satisfaction with working relationships: Companies need to create a positive, collaborative, and supportive work environment.
- 3) Satisfaction with career development: Companies need to provide clear career paths and fair promotion opportunities.
- 4) Technical competence: Companies need to implement professional training and development oriented towards improving the specific skills required for the job.
- 5) Social competence: Companies need to build a collaborative work culture by organizing *team building* programs and effective communication training; and
- 6) Personal competence: Supporting employees' self-development through *coaching*, mentoring, and stress management programs.

If public sector companies in Indonesia can pay attention to or implement these six things, it will have a positive impact on organizational performance, including: 1) Effectiveness: wherein competent and satisfied employees will be more dedicated, proactive, and productive. They will have a better understanding of their roles in achieving organizational goals. Job satisfaction will minimize *turnover*; enabling the organization to retain the best talent and ensure effective operational continuity; 2) Efficiency: Competent employees will complete tasks faster, more accurately, and use resources wisely. Satisfaction with working relationships reduces time wasted due to conflict or miscommunication. This will synergistically improve operational efficiency and save costs. 3) Quality of services or products: Competent and satisfied employees have a higher commitment to the quality of their work. Technical competence ensures that work is performed with precision, whereas social competence and job satisfaction encourage positive interactions with the community. This will improve the quality of public services, which will ultimately increase public trust and the organization's reputation. The results of this study are in line with those of Nugroho et al. (2021), who stated that there is an influence between competence and organizational performance through job satisfaction.

4.1.11. The Influence of Motivation on Organizational Performance through Job Satisfaction

Based on a review of the literature and relevant previous studies, it can be concluded that motivation influences organizational performance through job satisfaction in public sector companies in Indonesia. To improve organizational performance through job satisfaction and motivation, public sector companies in Indonesia must:

- 1) Satisfaction with salaries and benefits: Public sector companies need to evaluate and adjust salaries and benefits periodically to remain competitive and in line with industry standards.
- 2) Satisfaction with work relationships: Public sector companies should encourage open communication, provide opportunities to build good relationships, and create an inclusive and respectful work culture.
- 3) Satisfaction with career development: Public sector companies need to provide relevant training and development programs and clear career paths for employees.
- 4) Intrinsic motivation: Public sector companies need to create a work environment that supports intrinsic motivation by providing appropriate challenges, autonomy in work, and recognizing employee achievements.
- 5) Extrinsic motivation: Public sector companies need to provide appropriate rewards for high-performing employees, whether in the form of bonuses, awards, or public recognition.
- 6) Resilience and perseverance: Public sector companies should support the development of employees' mental and emotional resilience through training programs and psychological support.

If public sector companies in Indonesia can pay attention to or implement these six things, it will have a positive impact on organizational performance, including:

- 1) Effectiveness: Satisfied and motivated employees tend to be more effective in completing tasks and achieving organizational goals. This will increase overall productivity and work results.
- 2) Efficiency: By increasing job satisfaction and motivation, companies can reduce employee turnover and absenteeism. Satisfied employees are more likely to be loyal and committed, thereby reducing the costs associated with recruiting and training new employees.
- 3) Quality of services or products: Employees who are motivated and satisfied with their work tend to provide higher-quality services or products. This will improve customer satisfaction and the organization's reputation in the eyes of the public.

The results of this study are in line with those of a previous study conducted by Kumari et al. (2021), which stated that there is an influence of motivation on organizational performance through job satisfaction.

4.1.12. The Influence of Career Path on Organizational Performance through Job Satisfaction

Based on a review of the literature and relevant previous studies, it can be concluded that career paths influence organizational performance through job satisfaction in public sector companies in Indonesia. To improve organizational performance through job satisfaction and career paths, public sector companies in Indonesia must do the following:

- 1) Satisfaction with salaries and benefits: Public sector companies must ensure that salary and benefit systems are fair, transparent, and commensurate with employees' workload and responsibilities.
- 2) Satisfaction with working relationships: Public sector companies should facilitate regular discussion forums, interpersonal communication training, and team-building activities to strengthen cooperation among employees.
- 3) Satisfaction with career development: Public sector companies must have competency development plans that are aligned with organizational needs so that every employee feels valued and has opportunities to improve their abilities.
- 4) Clarity of career paths: Clear career paths should be outlined in the form of career maps that describe job levels, requirements, and the estimated time needed to advance to the next position.
- 5) Promotion opportunities: Public sector companies can implement transparent and accountable selection systems involving independent evaluation panels.
- 6) Competency development: Public sector companies can provide internal training, send employees for external training, and utilize digital learning platforms to develop their competencies.

If public sector companies in Indonesia can pay attention to or implement these six things, it will have a positive impact on organizational performance, including: 1) Effectiveness: The achievement of program targets and strategic objectives will be more optimal because employees have the right motivation and skills; 2) Efficiency: The use of resources will be more economical and targeted because employees work according to their expertise and understand their roles in the work process chain; 3) Quality of services or products: Public services become more responsive, professional, and meet standards, thereby enhancing public trust in the institution. The results of this study are in line with previous research conducted by Obeidat et al. (2022), which states that there is an influence between career path and organizational performance through job satisfaction.

4.1.13. The Influence of Compensation on Organizational Performance through Job Satisfaction

Based on a review of the literature and relevant previous studies, it can be concluded that compensation influences organizational performance through job satisfaction in public-sector companies in Indonesia. To improve organizational performance through job satisfaction and compensation, public sector companies in Indonesia must do the following:

- 1) Satisfaction with salaries and benefits: Salary scales must comply with government regulations while also considering economic conditions and the cost of living.
- 2) Satisfaction with working relationships: Public sector companies must build an inclusive work culture, encourage collaboration between departments, and promote open communication between employees and management.
- 3) Satisfaction with career development: Employees must have a clear view of their career prospects within the organization to motivate them to improve their competencies.
- 4) Direct financial compensation: Public sector companies must ensure that their compensation systems and payments are clear, measurable, and performance-based.
- 5) Indirect financial compensation: Public sector companies can collaborate with insurance providers or financial institutions to offer competitive and sustainable benefits.
- 6) Non-financial compensation: Non-financial compensation includes recognition, rewards, work flexibility, a positive work environment, and opportunities to participate in decision making.

If public sector companies in Indonesia can pay attention to or implement these six things, it will have a positive impact on organizational performance, including:

- 1) Effectiveness: Satisfied and appreciated employees will be more focused on achieving the organization's strategic objectives.
- 2) Efficiency: Human resources will be utilized more optimally because employees are motivated to work productively and intelligently.
- 3) Quality of services or products: Public services become faster, more accurate, and meet quality standards, thereby enhancing public trust in institutions.

The results of this study are consistent with those of Katabalo and Mwita (2024), who stated that compensation influences organizational performance through job satisfaction.

4.2. Conceptual Framework

The conceptual framework is determined based on the research problem, research objectives, and previous studies relevant to the literature review in this study.

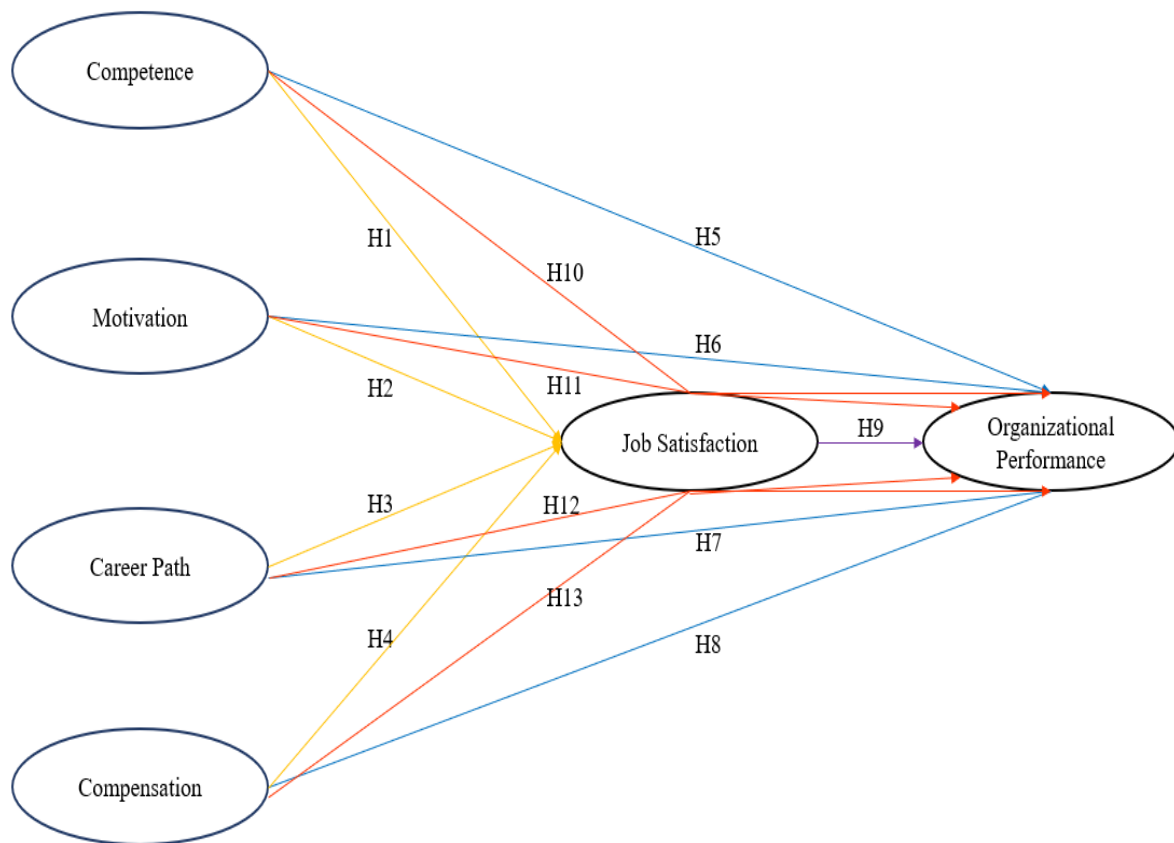


Figure 2. Conceptual Framework

Based on Figure 2, competence, motivation, career path, and compensation influence organizational performance through job satisfaction. However, in addition to the variables of competence, motivation, career path, and compensation that influence organizational performance through job satisfaction, there are other variables that influence it, including:

- 1) Training: (Jumawan, Saputra, & Prabowo, 2023; Susanto, Sawitri, Ali, & Rony, 2024)
- 2) Leadership Style: (Nuraeni, Nuruly, Harun, & Susanto, 2022; Saputra & Mahaputra, 2022; Widodo, 2021)
- 3) Organizational Culture: (Ali, Istianingsih, & Farhan, 2022; Kahfi, Wibowo, & Widodo, 2022; Widodo & Maghfuriyah, 2024)

5. Conclusions

5.1. Conclusion

Based on the problem formulation, results, and discussion above, the conclusions of this study are as follows: 1) Competence influences job satisfaction; 2) Motivation influences job satisfaction; 3) Career path influences job satisfaction; 4) Compensation influences job satisfaction; 5) Competence influences organizational performance; 6) Motivation influences organizational performance; 7) Career path influences organizational performance; 8) Compensation influences organizational performance; 9) Job satisfaction influences organizational performance; 10) Competence influences organizational performance through job satisfaction; 11) Motivation influences organizational performance through job satisfaction; 12) Career path influences organizational performance through job satisfaction; 13) Compensation influences organizational performance through job satisfaction.

5.2. Suggestions

Based on the results of this study, it is recommended that public sector companies in Indonesia pay attention to the dominant factors that influence organizational performance, such as competence, motivation, career path, compensation, and satisfaction. In addition, other factors such as training, leadership style, and organizational culture should be considered.

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