

## The Influence of Job Satisfaction and Career Development on Employee Performance at the Balai Office Animal, Fish and Plant Quarantine Central Sulawesi

Stephani Pratiwi Tumonggi<sup>1</sup>, Andi Indriani Ibrahim<sup>2</sup>, Harnida Wahyuni Adda<sup>3</sup>, Mohammad Ega Nugraha<sup>4</sup>

Undergraduate Study Program, Department of Management, Faculty of Economics and Business,  
Tadulako University

E-mail: [pratiwistephani@gmail.com](mailto:pratiwistephani@gmail.com)

---

### **Keywords:**

*Job Satisfaction, Career Development, Employee Performance*

### **Abstract**

*This study aims to analyze the influence of job satisfaction and career development on employee performance at the Animal, Fish, and Plant Quarantine Office of Central Sulawesi. The population in this study were all employees at the Animal, Fish, and Plant Quarantine Office of Central Sulawesi, totaling 59 people. The sampling technique used saturated sampling where the entire population became respondents in this study. Data were collected through questionnaires and analyzed using multiple linear regression analysis. Before testing the hypothesis, the data were tested through validity tests, reliability tests, and classical assumption tests including normality tests, multicollinearity tests, and heteroscedasticity tests. The results of the study indicate that partially job satisfaction has a significant effect on employee performance, and career development also has a significant effect on employee performance. Simultaneously, job satisfaction and career development have a significant effect on employee performance. The coefficient of determination shows that 58.8% of the variation in employee performance can be explained by job satisfaction and career development, while the rest is influenced by other factors outside the research model. The implications of this study indicate that increasing job satisfaction and implementing effective career development programs are important strategies in improving employee performance in government agencies, especially at the Animal, Fish, and Plant Quarantine Office of Central Sulawesi.*

---

## INTRODUCTION

Employee performance is the work results achieved by individuals in carrying out their duties and responsibilities in accordance with the standards and performance targets set by the organization, such as the quantity and quality of work, punctuality, and adherence to procedures. Performance not only reflects a person's technical ability in completing work, but also includes attitude, discipline, responsibility, and contribution to achieving overall organizational goals. Optimal employee performance is essential for an institution to operate effectively and efficiently. Therefore, many organizations pay great attention to factors that can influence performance, such as work motivation, job satisfaction, work environment, and career development opportunities. Regular evaluation of employee performance is also an important effort in improving the quality of human resources within an institution (Sutanjar & Saryono, 2019).

Based on preliminary findings, several employees at the Animal, Fish, and Plant Quarantine Office in Central Sulawesi revealed that there is still inequality in the implementation of career development. They feel they do not receive equal opportunities for competency improvement or job promotions. This condition has an impact on decreased work motivation and enthusiasm in carrying out their duties, especially amidst increasingly complex and dynamic service demands.

There is a strong relationship between career development and employee performance. When employees perceive clear career prospects and receive support for development, they tend to be more motivated, have a high commitment to the organization, and demonstrate better work performance. Conversely, a lack of attention to career development can lead to stagnation, demotivation, and decreased productivity. In the context of government organizations such as the Animal, Fish, and Plant Quarantine Office, career development is not only important for employee personal satisfaction but also has a direct impact on the quality of public services. Therefore, understanding and managing the relationship between career development and performance is crucial for improving organizational effectiveness (Balbed & Sintaasih, 2021).

Planned and fair career development can increase employee job satisfaction because employees feel valued, have clear future prospects, and have the opportunity to develop their competencies. High job satisfaction encourages employees to work with greater enthusiasm, responsibility, and contribute maximally to achieving organizational goals. Therefore, job satisfaction acts as a mediator between the influence of career development and employee performance. In other words, good career development will increase job satisfaction and ultimately have positive implications for improving employee performance (Putri & Rambe, 2022).

Based on the explanation above, the researcher chose the research title *The Role of Job Satisfaction as a Mediator in Explaining the Effect of Career Development on Employee Performance at the Animal, Fish, and Plant Quarantine Office of Central Sulawesi* because this title has been widely used, but the results of previous studies showed inconsistent results. The inconsistent results are evidenced by the results of research conducted by Sari & Rahyuda, (2022) that job satisfaction partially mediates the relationship between career development and employee performance. In contrast to research conducted by Marini, (2022) job satisfaction does not mediate the relationship between career development and performance. This shows that the actual influence between career development and performance is a direct influence (job satisfaction is not an intervening variable). To reconcile the differences in results, a similar study will be conducted using different objects and measurements. Based on the description above, the researcher is interested in conducting a study entitled "The Effect of Job Satisfaction and Career Development on Employee Performance at the Animal, Fish, and Plant Quarantine Office of Central Sulawesi".

## **METHODS**

The research approach used in this study is a quantitative approach with quantitative reasoning or logic and also uses a descriptive research type. This research will be conducted at the Animal, Fish and Plant Quarantine Office of Central Sulawesi, Jl. Garuda No. 16, Palu City, the time required for the implementation of this research is for 1 month, namely in June 2025. The population of this study is all civil servants of the Animal, Fish and Plant Quarantine Office of Central Sulawesi, totaling 59 employees. Because the population is relatively small and can be reached entirely, the sampling technique used is saturated sampling, which is a sampling technique when all members of the population are sampled. Thus, the number of samples in this study is 59 employees. Data collection techniques used are observation and questionnaires. In this study, data obtained from the results of collecting questionnaires will be analyzed using regression analysis to test the relationship between variables.

## **RESULTS AND DISCUSSION**

### **Data Validity and Reliability Test Results**

This validity test is carried out by testing the level of validity and reliability of the questions-statements asked in the study. A statement item is said to be valid if  $r_{\text{count}} > r_{\text{table}}$  and if  $r_{\text{count}} < r_{\text{table}}$ , then the statement item is declared invalid. A measuring instrument is said to be reliable if the measuring instrument is able to provide measurements in accordance with what it has measured and the extent to which the measuring instrument is the same as itself (consistency). Testing the level of reliability of the questionnaire in this study was carried out using one of the statistical data processing computer program packages, namely SPSS Version 23 using Cronbach Alpha. A variable is said to be reliable if the alpha coefficient is greater than 0.6.

### 1. Validity Test

Validity testing in this study uses a correlation coefficient technique greater than or equal to 0.30, which is considered valid. Using SPSS 23 for Windows, the results of the validity test of job satisfaction (X1) and career development (X2) on employee performance (Y) are as follows:

*Table 1 Validity Test Results*

<b>Variables</b>	<b>Correlation Coefficient</b>	<b>Correlation Limit Value</b>	<b>Information</b>
Job satisfaction (X1)	0.853	0.30	Valid
Career Development (X2)	0.765	0.30	Valid
Employee Performance (Y)	0.877	0.30	Valid

*Source: Data processed by researchers using SPSS ver.23, 2025*

From the table above, it is known that all the instrument items of the independent variables (job satisfaction and career development) and the dependent variable (employee performance) are declared valid because the correlation coefficient is  $> 0.30$ . Based on the validity test value of the instrument items for all variables above, it can be concluded that the questionnaire data used by the researcher in the study is representative, in the sense that it is able to reveal the data correctly.

The high correlation values for each indicator indicate that the research instrument has a good level of accuracy in representing the concepts of job satisfaction, career development, and employee performance. Therefore, the instrument used in this study is suitable for further analysis because it accurately describes the empirical conditions of employees at the Central Sulawesi Animal, Fish, and Plant Quarantine Office.

### 2. Reliability Test

The criteria used to declare an instrument reliable is if it produces a Cronbach's Alpha value greater than 0.60. The results of the reliability test from the data the researcher used are as follows:

*Table 2 Reliability Test Results*

<b>Variables</b>	<b>Cronbach Alpha</b>	<b>Information</b>
<b>Job Satisfaction (X1)</b>	0.932	<i>Reliable</i>
<b>Career Development (X2)</b>	0.756	<i>Reliable</i>
<b>Employee Performance (Y)</b>	0.882	<i>Reliable</i>

*Source: Data processed by researchers using SPSS ver.23, 2025*

The reliability test results in Table 2 show that all variables have Cronbach's Alpha values above 0.60, namely job satisfaction at 0.932, career development at 0.756, and employee performance at 0.882. These values indicate that the research instrument has an excellent level of internal consistency.

The high Cronbach's Alpha values for the job satisfaction and employee performance variables indicate that the items within these variables are highly consistent in measuring the same concept. Therefore, the questionnaire used can be trusted to produce stable and reliable data in explaining the relationship between job satisfaction, career development, and employee performance.

### Classical Assumption Test Results of Data

#### 1. Normality Test

The normality test aims to determine whether the dependent and independent variables in a regression model are normally distributed. By examining the Kolmogorov-Smirnov normality test, it can be seen that the data tested are normally distributed. The results of the normality test can be seen in the following table:

*Table 3 Normality Test Results*

Kolmogorov-Smirnov Normality Test	
Number of Samples	Significant Value
59	.100c

Source: Data processed by researchers using SPSS ver.23, 2025

Table 3 shows the Kolmogorov-Smirnov test results show a significance value of 0.100, which is greater than 0.05. This indicates that the residual data in the regression model is normally distributed. Normal data distribution is an important requirement in multiple linear regression analysis to ensure that the results of the regression parameter testing are unbiased and can be interpreted validly. By meeting the normality assumption, the regression model in this study is suitable for testing the effect of job satisfaction and career development on employee performance.

#### 2. Multicollinearity test

A common value to indicate multicollinearity is Tolerance > 0.10 or equal to a VIF value < 10. The researcher's commitment must determine the level of collinearity that is still tolerable. The results of multicollinearity can be seen in the following table:

*Table 4 Multicollinearity Test Results*

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	3,708	1,996		1,858	,068		
Job satisfaction	,259	,144	,223	1,801	,077	,481	2,077
Career Development	,751	,157	,591	4,777	,000	,481	2,077

#### a. Dependent Variable: Employee Performance

Source: Data processed by researchers using SPSS ver.23, 2025

The multicollinearity test results in Table 4 show that the tolerance value for the job satisfaction and career development variables is 0.481 ( $> 0.10$ ) and the VIF value is 2.077 ( $< 10$ ). This indicates that there is no multicollinearity between the independent variables.

The absence of multicollinearity indicates that the job satisfaction and career development variables do not have a very strong relationship with each other, allowing each variable to independently explain its influence on employee performance. Thus, the regression model used in this study meets the multicollinearity assumption and can provide stable regression coefficient estimates.

### 3. Heteroscedasticity Test

The heteroscedasticity test aims to determine whether the regression model exhibits unequal residual variance from one observation to another. The basis for making decisions in this heteroscedasticity test is that if the significance value is greater than 0.05, heteroscedasticity is not present, and vice versa. The following table shows the results of the heteroscedasticity test for the research variables.

Table 5 Heteroscedasticity Test Results

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	3,708	1,996		1,858	,068
Job satisfaction	,259	,144	,223	1,801	,077
Career Development	,751	,157	,591	4,777	,600

**a. Dependent Variable: Employee Performance**

Source: Data processed by researchers using SPSS ver.23, 2025

The table above shows that for the independent variables in this study, namely job satisfaction and career development, a significance value of  $>0.05$  was obtained for each variable, thus concluding that heteroscedasticity did not occur in the regression model. Therefore, it can be concluded that there is no heteroscedasticity in the data and it can be used for further testing.

This indicates that the residual variance is constant at each level of the independent variable. By meeting the homoscedasticity assumption, the regression model in this study meets one of the important requirements in regression analysis, so that the estimated regression coefficient results are reliable and do not lead to misinterpretation.

## Hypothesis Testing

Table 6 T-test (partial)

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	3,708	1,996		1,858	,068
Job satisfaction	,259	,144	,223	1,991	,007
Career Development	,751	,157	,591	4,777	,000

**a. Dependent Variable: Employee Performance**

*Source: Data processed by researchers using SPSS ver.25, 2025*

1. Based on the results of the partial regression coefficient calculations as seen in the table above, the calculated T value for the job satisfaction variable is 1.991 and is significant at the confidence level ( $\alpha = 0.05$ ), the significant value obtained is 0.007 which is smaller than 0.05. With  $\alpha = 0.05$  and degrees of freedom =  $59 - 1 - 1 = 57$ , the Ttable value is 1.673. Therefore, the calculated T value for the job satisfaction variable coefficient of 1.991 is greater than the Ttable of 1.673. This means that H1 is accepted and H0 is rejected, or job satisfaction has a significant effect on employee performance.
2. Based on the results of the partial regression coefficient calculations as seen in the table above, the calculated T value for the career development variable is 4.777 and is significant at the confidence level ( $\alpha = 0.05$ ), the significance value obtained is 0.000 which is smaller than 0.05. With  $\alpha = 0.05$  and degrees of freedom =  $59 - 1 - 1 = 57$ , the Ttable value is 1.673. Therefore, the calculated T value for the career development variable coefficient of 4.777 is greater than the T table of 1.673. This means that H2 is accepted and H0 is rejected, meaning that career development has a significant effect on employee performance.

*Table 7 F-test (simultaneous)*

Variables	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	345,424	2	172,712	39,944	.000b
Residual	242,135	56	4,324		
Total	587,559	58			

**a. Dependent Variable: Employee Performance**

**b. Predictors: (Constant), Career Development, Job Satisfaction**

Source: Data processed by researchers using SPSS ver.23, 2025

Based on the table above with a significant value of 0.000 smaller than 0.05 means that both independent variables have a significant effect on the dependent variable, where the F count value is 39.944 and from F table at a confidence level of 90% and degrees of freedom =  $59 - 2 - 1 = 56$ , the F table value is obtained = 3.217. Therefore, the F count value of 39.944 is greater than the F table value of 3.217, so with a degree of error of 10% (F count > F table). This means that H3 is accepted and H0 is rejected or job satisfaction and career development have a significant effect on employee performance.

These results indicate that employee performance is not influenced by a single factor in isolation, but rather by the interaction between job satisfaction and career development. The combination of job satisfaction and clear career development opportunities creates a conducive working environment, increases motivation, and encourages employees to perform optimally.

Table 8 Test of determination coefficient R2

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.767a	.588	.573	2,079

**a. Predictors: (Constant), Career Development, Job Satisfaction**

Source: Data processed by researchers using SPSS ver.23, 2025

Based on table 11 above, it is known that the coefficient of determination (R<sup>2</sup>) in this study is 0.515 which is the square of the correlation coefficient or R, namely  $0.767 \times 0.767 = 0.588$  or 58.8% which means that 58.8% of employee performance is influenced by job satisfaction and career development variables. While the remaining ( $100\% - 58.8\% = 41.2\%$ ) is influenced by other factors not discussed in this study.

The relatively high R<sup>2</sup> value indicates that this research model has a strong ability to explain the factors influencing employee performance. This confirms that job satisfaction and career development are important determinants of improving employee performance at the research institution.

## DISCUSSION

### 1. The influence of job satisfaction on employee performance at the Animal, Fish and Plant Quarantine Office in Central Sulawesi

The results of the study indicate that job satisfaction has a significant effect on employee performance, as indicated by a T-value of 1.991 with a significance level of 0.007 ( $<0.05$ ). This finding indicates that the higher the level of job satisfaction experienced by employees, the higher the performance demonstrated in carrying out their duties and responsibilities.

The theoretical basis shows that these results are in line with theories of motivation and job satisfaction, particularly the two-factor theory, which states that satisfaction factors such as recognition, achievement, and self-development play a significant role in increasing intrinsic motivation, which ultimately impacts performance. Employees who are satisfied with their jobs tend to have a positive attitude toward the organization, demonstrate higher commitment, and strive to deliver optimal work results.

Research conducted at the Animal, Fish, and Plant Quarantine Office in Central Sulawesi found that job satisfaction can be reflected in various aspects, such as harmonious working relationships, superior support, reward systems, and a sense of job security. Satisfaction with these aspects encourages employees to work with greater focus, discipline, and responsibility, thus directly improving the quality and quantity of their performance.

The results of this study reinforce the findings of Basri and Rauf (2021), who stated that job satisfaction has a positive and significant influence on employee performance. Similarly, research by Arianty (2024) shows that job satisfaction is a key determinant in improving employee performance through improved work attitudes and motivation. Furthermore, Putri and Rambe (2022) also found that job satisfaction plays a significant role in improving employee performance, both directly and in relation to other organizational factors.

## **2. The influence of career development on employee performance at the Animal, Fish and Plant Quarantine Office in Central Sulawesi**

The results of the study indicate that career development has a significant effect on employee performance, as indicated by a T-value of 4.777 with a significance level of 0.000 ( $<0.05$ ). This value indicates that career development has a stronger influence on employee performance than job satisfaction.

Theoretically, career development is a systematic process aimed at improving employee competency, skills, and readiness to face greater responsibilities. When organizations provide opportunities for training, further education, promotions, and job rotation, employees feel valued and have clear future prospects within the organization. This increases motivation, organizational commitment, and the drive to perform better.

At the Central Sulawesi Animal, Fish, and Plant Quarantine Office, career development plays a crucial role due to the increasingly complex demands of public services. Employees who receive competency development opportunities will develop enhanced technical and administrative skills, enabling them to carry out their duties more effectively and efficiently.

The results of this study are consistent with the findings of Balbed and Sintaasih (2021), who stated that career development positively impacts employee performance, both directly and through increased work motivation. Furthermore, Saehu (2023) also found that career coaching and development significantly impact employee performance by improving employee skills, self-confidence, and readiness to face work challenges.

Yolinza and Marlius's (2023) research also supports these findings, stating that good career development will encourage employees to improve their performance due to clear career paths and opportunities for growth. Thus, these research findings strengthen empirical evidence that career development is a key factor in improving employee performance, particularly in public sector organizations.

## **3. The influence of job satisfaction and career development on employee performance at the Animal, Fish and Plant Quarantine Office in Central Sulawesi**

The F-test results show that job satisfaction and career development simultaneously have a significant effect on employee performance, with an F-value of 39.944 and a significance level of 0.000 ( $<0.05$ ). This finding indicates that employee performance is the result of a combination of various interacting organizational factors, particularly job satisfaction and career development.

Simultaneous research results show that job satisfaction plays a role in shaping employees' positive attitudes and perceptions of their work, while career development plays a role in improving employee competence and readiness to perform their duties better. The combination of positive psychological conditions (job satisfaction) and increased individual capacity (career development) will create employees who are not only motivated but also possess sufficient capabilities to achieve optimal performance.

These results align with research by Bahri and Nisa (2022), which found that career development and work motivation simultaneously significantly influence employee satisfaction and performance. Furthermore, research by Putri and Rambe (2022) also showed that organizational factors, including career development and job satisfaction, simultaneously contribute significantly to improving employee performance.

The coefficient of determination ( $R^2$ ) of 58.8% indicates that more than half of the variation in employee performance can be explained by job satisfaction and career development.

This confirms that these two variables are the primary determinants of employee performance in the context of this study. However, 41.2% of the performance variation is influenced by other factors, such as work motivation, leadership, work environment, organizational culture, and individual employee characteristics.

In practice, these findings reinforce the view that improving employee performance requires a comprehensive approach, not only through improving well-being and job satisfaction, but also through systematic and sustainable planning and implementation of career development programs. Therefore, agencies need to manage both aspects in an integrated manner as part of a human resource management strategy to improve the performance and quality of public services.

## CONCLUSION

Based on the results of research on job satisfaction and career development at the Central Sulawesi Animal, Fish and Plant Quarantine Office, the following results were obtained:

1. Job satisfaction significantly influences employee performance at the Animal, Fish, and Plant Quarantine Office in Central Sulawesi. This means that the higher the level of job satisfaction felt by employees, the better their performance will be. Job satisfaction encompasses aspects such as the work environment, rewards, relationships between colleagues, and clarity of roles and responsibilities, which directly motivate employees to work more optimally in achieving performance targets at the Animal, Fish, and Plant Quarantine Office in Central Sulawesi.
2. Career development significantly impacts employee performance at the Central Sulawesi Animal, Fish, and Plant Quarantine Office. This demonstrates that effective career development programs, such as training, promotions, mentoring, and competency enhancement opportunities, can enhance employee capabilities, motivation, and loyalty. Consequently, employees become more productive and able to make positive contributions to achieving organizational goals. In other words, the better the career development provided, the greater the overall improvement in employee performance.
3. Simultaneously, job satisfaction and career development significantly influence employee performance at the Central Sulawesi Animal, Fish, and Plant Quarantine Office. This indicates that job satisfaction and career development play a crucial role in improving employee performance. Employees who feel satisfied and see opportunities for development tend to be more motivated and responsible in carrying out their duties, resulting in more optimal work results.

### Suggestion

The Central Sulawesi Animal, Fish and Plant Quarantine Office needs to pay attention to employee job satisfaction and improve career development programs through continuous training, a fair promotion system, and a supportive work environment, in order to optimize employee performance.

## REFERENCE

- Adda, HW (2022). Empowerment And Its Impacts On The Performance Of Civil Servants. *Ssrn Electronic Journal*, 5(6), 10–18.
- Arianty, N. (2024). The Influence of Organizational Culture on Employee Performance. *Procedia Manufacturing*, 1(22 Jan), 1–17.
- Bahri, S., & Nisa, YC (2022). The Influence of Career Development and Work Motivation on Employee Job Satisfaction. *Scientific Journal of Management & Business*, 18(1), 9–15.
- Balbed, A., & Sintaasih, DK (2021). The Influence of Career Development on Employee Performance Through the Mediator of Employee Work Motivation. *Tjyybjb.Ac.Cn*, 27(2), 635–637.
- Basri, SK, & Rauf, R. (2021). The Influence of Work Morale and Job Satisfaction on Employee Performance. *Yume: Journal of Management*, 4(1), 103–120.
- Ibrahim, AI, Setiawan, M., Noermijati, & Rahayu, M. (2024). Hr Innovation In Mediating Entrepreneurial Motivation In Improving The Competitive Ability Of Palu Fried Onions Msmes. *Business, Management And Economics Engineering*, 22(1), 77–95.
- Mahawati, E., Yuniwati, I., Ferinia, R., Rahayu, PP, Fani, T., Sari, AP, Setijaningsih, RA, Fitriyatunur, Q., Sesilia, AP, Mayasari, I., Dewi, IK, & Bahri, S. (2021). Analysis of Workload and Work Productivity. In *Yayasan Kita Menulis*.
- Manda, BD (2022). The Influence of Work Ethics and Job Stress on Employee Job Satisfaction. *Maneggio: Scientific Journal of Master of Management*, 3(2), 160–170.
- Marini, S. (2022). The Effect of Career Development and Compensation on Employee Performance with Job Satisfaction as an Intervening Variable at PDAM Tirtanadi, Medan City. *Journal of Resource Management Economics*.
- Putri, TF, & Rambe, MF (2022). The Role of Job Satisfaction in Mediating the Influence of Work Environment and Career Development on Employee Performance. *Jesya*, 5(2), 1348–1363.
- Saehu, AA (2023). The Influence of Career Coaching and Development on Employee Performance. *Journal of Management Review*, 2(3), 238.
- Sari, & Rahyuda. (2022). The Effect of Career Development on Employee Performance Mediated by Job Satisfaction in Banks During the Covid-19 Pandemic I. *Bisma: Journal of Management*, 8(2), 311–320.
- Supardi, E. (2021). Career Development and Its Contribution to Employee Performance.
- Sutanjar, T., & Saryono, O. (2019). The Influence of Motivation, Leadership, and Employee Discipline on Employee Performance. *Journal of Management Review*, 3(2).

Wiliandari, Y. (2024). Employee Job Satisfaction. *Society*, 6(2), 81–95.

Yolinza, & Marlius. (2023). The Influence of Career Development and Work Motivation on Employee Performance at the Bkpsdm of South Solok Regency. *Journal of Management Science Publication*, 2(2).