



PERFORMANCE ANALYSIS OF SPATIAL PLANNING EMPLOYEES IN THE PUBLIC WORKS SERVICE OF MAMUJU DISTRICT POST-ISSUANCE OF PP 21/2021

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Abstract

The results show that employee performance is influenced by career development, diversity management, and public service motivation. Public service motivation plays the most significant role, with a greater contribution to improving employee performance compared to career development and diversity management. Therefore, increasing public service motivation is identified as the primary strategy to improve employee performance at the Public Works and Spatial Planning Office of Mamuju District. The implications of these findings underscore the need for increasing public service motivation through appropriate training, mentoring, and incentives. This is expected to enhance the quality of service to the public, as well as the overall performance of the Public Works and Spatial Planning Office of Mamuju District. This research provides guidance for policy-makers and management to implement strategies more focused on increasing public service motivation to effectively achieve the goal of improving employee performance.



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Introduction

Government Regulation (PP) Number 21 of 2021 concerning the Implementation of Spatial Planning as a mandate of Law Number 11 of 2020 concerning Job Creation (UUCK) is a strategic step by the government in overcoming investment and job creation problems. Where overlapping spatial planning regulations are suspected as one of the causes of the problem of hampering the investment ecosystem, business activities and also job creation. Improving the investment ecosystem and business activities includes the implementation of risk-based licensing, simplifying basic business licensing requirements, simplifying sector business licensing, and simplifying investment requirements. So, this spatial planning is an upstream prerequisite for licensing, there are 3 basic

prerequisites, namely the Suitability of Spatial Utilization Activities (KKPR), environmental approval (environmental permit from amdal), and building approval (<https://www.atrbpn.go.id/>).

In the future, there will be no need to issue Building Construction Permits (IMB), as well as spatial utilization, there will be no more information on city plans, location permits but all have been merged into the Suitability of Spatial Utilization Activities (KKPR), this is a change mandated by the UUCK. In addition to improving the investment ecosystem and business activities, PP Number 21 of 2021 has breakthroughs in spatial planning implementation policies, including simplifying Spatial Planning (RTR) products, integrating land and sea spatial planning, accelerating the determination of Detailed Spatial Planning (RDTR) and also the Provincial and Regency/City Spatial Planning (RTRW), as well as the existence of a new KKPR mechanism for business and non-business activities. Before the UUCK, some Spatial Planning (RTR) products were stored in the form of printed documents so that they were difficult for the public to access and resulted in complicated and non-transparent licensing. However, with the UUCK, RTR products are currently published on various *platforms* that can be accessed *online* and connected to the licensing portal. "So that licensing is fast and transparent, even subsequent licensing can improve the quality of RTR (Komalasari & Djamaludin, 2020) .

UUCK is organized based on the principles of equal rights, legal certainty, ease of doing business, togetherness, and independence. Meanwhile, the implementation of spatial planning is to realize harmony between the natural and artificial environments, to realize integration between the use of natural resources, artificial resources, and human resources. And no less importantly, to realize the protection of spatial functions and prevention of impacts on the use of space. Because space is limited, while the human population continues to grow, activities are increasingly diverse and increasingly require space. On the other hand, those who utilize space are not only humans, but other living things also need space (Helmi, 2021) .

The role of government agencies (Ministry of PUPR/Provincial/District PUPR Office) is very vital in supporting the success of the programs mandated by the regulation. The achievement of the organization is closely related to the quality of the performance of its members, to maintain and maximize good member performance there are many things that influence it such as welfare, education and training, motivation, leadership, organizational culture, and work environment. Performance is the result of work from tasks that have been carried out. Good employee performance can result in high achievement or productivity and vice versa, therefore an organizational leader must pay attention to the performance of its members (Ompusunggu, 2023) .

Human resources as the most important asset of an organization or company because of its role as the implementer of organizational policies and operations. In order to continue to exist, an organization must be brave in facing various challenges and facing changes and winning the competition. Resources owned by such as capital, methods and machines cannot provide maximum results if not supported by human resources that perform well. A study conducted by Don Carew, et.al (2007) conducted intensive research to define and identify the values of a high-performance company, and in his research produced the "SCORES" model, this model is an abbreviation that represents six elements as requirements for an organization or company to perform high, namely (1) *shared information and open communication* , (2) *compelling vision* or convincing vision, (3) *ongoing learning* or continuous learning, (4) *relentless focus on customer results* or focus on the satisfaction of others without stopping, (5) *energizing systems and structures* or systems and structures that provide enthusiasm, (6) *shared power and high involvement* or distributed power and high involvement. Performance is the result of an employee's thoughts and energy on the work he/she does. It can be seen and calculated, but in many cases the results of thoughts and energy cannot be seen or calculated, such as ideas for solving a problem, new innovations in goods or services, and also the discovery of more efficient work procedures.

There are many factors that affect employee performance and one of them is career development, employees are given the opportunity to develop their skills and careers can be a strong motivating factor. The existence of training, further education and promotion opportunities for employees can encourage employees to work better. Career development is a very important process for government employees, career development gives government employees the opportunity to improve their knowledge, skills and competencies. This helps them become more competent in their duties and can provide better public services.

In line with the demands of the government to adapt to many changes in both rules/regulations and performance so that the apparatus must be able to be competitive in their work (Robertson et al., 2021). Career development helps government employees to remain relevant and ready to face changes in their duties and responsibilities, the government is always changing and evolving, and employees who continue to develop themselves will be more adaptable to these changes (O'Shea et al., 2022).

Career development is a long-term investment in the capacity and quality of government human resources. It is not only beneficial for government employees personally, but also important for the effectiveness and efficiency of the government in providing quality public services to the community. Career development helps employees to become more competent, motivated, and ready to face more challenging tasks. Thus, it has a positive impact on their performance and their contribution to the organization or government entity where they work. Various studies collectively show that career development has a positive impact on employee performance such as (Pratminingsih et al., 2021) found that career development has a positive and significant effect on employee performance in a medical device company. Research (Gachunga & Wamoto, 2013) focused on mentoring, coaching, and formal training activities and found that these career development initiatives had a positive impact on employee performance in research-based institutions. Research (Wau & Purwanto, 2021) also found that career development has a positive effect on employee performance, as well as work motivation and job satisfaction, in the context of the MNC Studios company. In addition, (Suparjo & Sunarsih, 2019) found that career counseling, mentoring, and skills assessment have a positive and significant effect on employee performance at private universities in Central Java, Indonesia. These findings collectively indicate that career development activities have a positive effect on employee performance.

However, many other studies have found different results regarding the relationship between career development and performance. Research conducted by (Napitupulu et al., 2017) found that career development did not have a direct effect on the performance of public sector employees in Indonesia, this finding theoretically implies that career development may depend on the extent to which the organization is able to provide support and motivation in increasing commitment and affective performance. Practically, these findings reveal the importance of central and regional governments in Indonesia to implement performance-based rewards. Research conducted by (Sembiring et al., 2022) also found that career development had no significant effect on performance at PT. Tandai Dinamis Medan.

Career development is an ongoing process, and one must be actively involved in identifying development opportunities, taking necessary steps, and continually committing to improving themselves. Thus, career development can play a significant role in improving one's performance at work. Along with career development, one may be given greater responsibilities in their job. This could include promotions or assignments of important projects. Greater responsibility can motivate one to perform better. Career development for employees is a very important activity, because career is a need that must continue to be developed within oneself in order to motivate employees to improve their performance (Mulyadi et al., 2018).

Ideally, career development is carried out based on the dimensions of qualifications, competency dimensions, performance assessment dimensions, and dimensions of work unit needs

both now and in the future. The mandate of the ASN Law shows that ASN career development is an integral part of ASN Management, implemented in a planned and sustainable manner, fairly and transparently and integrated with other apparatus HR activities. The qualification dimension here is related to the requirements that are required to be met for those who will hold office, in order to support the implementation of duties in their positions professionally, especially in efforts to apply the theoretical framework, analysis and methodology for implementing tasks in the position. While the competency dimension is related to ability (*capability*), a competent employee is one who has the ability, knowledge and expertise to do a job or position effectively and efficiently.

An organization needs interaction between employees so that goals can be achieved, but sometimes the diversity and differences in various employee characteristics can affect the way they interact. Diversity management *as* a strategic approach that aims to manage and utilize diversity within an organization. Diversity management aims to create an inclusive and supportive work environment, where every individual is recognized, valued, and given equal opportunities (Chew et al., 2011) .

Diversity management in an organization is very important to pay attention to. Employee diversity in various aspects such as ethnic background, gender, age, and educational background can provide significant benefits to the organization. First, diversity creates an inclusive and fair work environment, where every team member feels valued and given equal opportunities. Second, diversity also enriches ideas and perspectives that can strengthen innovation and creativity in solving organizational challenges. In addition, diversity management helps organizations build a positive image in the eyes of the public and prospective employees, and can improve the organization's ability to adapt to a changing environment. Therefore, management awareness and commitment to diversity are key to creating a productive, inclusive, and sustainable work environment (Luu et al., 2019) .

Several studies have found a positive relationship between diversity management and employee performance such as (Li et al., 2021) found that diversity management has a positive impact on performance. Another study by (Lim et al., 2023) extends this finding, showing that positive employee perceptions of diversity management can also improve organizational performance, especially when board members are highly diverse. Also, a study conducted by (Pitts, 2009) found that diversity management is associated with workgroup performance and job satisfaction. In contrast, a study conducted by (Choi & Rainey, 2010) found that racial diversity has a negative impact on performance, but this can be overcome with diversity management policies and practices.

Diversity management also contributes to improving the productivity and overall performance of an organization. By implementing diversity management practices, organizations can optimize the potential of each individual, explore talents that may have been overlooked, and create strong and effective teams. Diversity management is not only about creating equity, but also about building an organizational culture that accepts differences as strengths rather than obstacles. By implementing inclusive and supportive policies, organizations can create an environment where every team member feels comfortable contributing without fear of discrimination or inequality (Li et al., 2021) .

This research took place at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, which is an extension organization of the central government in this case the Ministry of Public Works and Public Housing. DPUPR of Mamuju Regency is a regional apparatus that is given the authority, duties and responsibilities to implement decentralization in the field of public works and has a very important role as an agency that implements and oversees infrastructure development in Mamuju Regency.

Methods

Research methods are a series of systematic steps or procedures used to plan, implement, and analyze

data in order to understand a phenomenon or answer a research question. Research methods help researchers to design valid, reliable, and dependable studies. This study uses a survey research design that shows observations of behaviors that occur in a population group. The nature of this survey research is to examine the characteristics or cause-and-effect relationships between variables without any *intervention*. In addition, the approach used in this study is quantitative, a method for testing certain theories by examining the relationship between variables. Quantitative research is research where these variables are measured using research instruments, so that data consisting of numbers can be analyzed based on statistical procedures (Creswell, 2018) . This research was conducted at the Public Works and Spatial Planning Office of Mamuju Regency. This research was conducted for 2 (two) months from December 2023 to January 2024.

3 Results and Discussion

4.1.1 Validity Test

Questionnaire validity testing is very important in research because it helps ensure that the questionnaire or instrument used to collect data measures what it actually wants to measure in an accurate and reliable manner. Validity is one of the main aspects of the quality of a research instrument, and the importance of questionnaire validity testing ensures that the questionnaire effectively measures the concept or variable to be studied. A valid questionnaire will produce data that can be used to make stronger generalizations to a larger population. More valid research results can be more easily applied to a wider context. The validity test in this study used the correlation technique (*corrected item-total correlation*) . This validity test is carried out by correlating the scores obtained from each question item with the total score. If the correlation value is greater than 0.30, it indicates that the indicator is valid. Meanwhile, if the correlation value is less than 0.30, it indicates that the indicator is invalid, and is not worthy of being included in further testing (Sugiyono, 2017a) . The results of the validity test in this study obtained a *Corrected item-total correlation value* above 0.30 so that all indicators can be continued for reliability testing because in this test only items that have valid values can be included.

Table 1 Results of the validity test of the career development variable (X_1)

| Variables | Indicator | <i>Corrected item-total correlation</i> | r-critical | Information |
|------------------------------|-----------|---|------------|-------------|
| Career development (X_1) | $X_{1.1}$ | 0.628 | 0.30 | Valid |
| | $X_{1.2}$ | 0.679 | 0.30 | Valid |
| | $X_{1.3}$ | 0.598 | 0.30 | Valid |
| | $X_{1.4}$ | 0.710 | 0.30 | Valid |
| | $X_{1.5}$ | 0.352 | 0.30 | Valid |

Source: Processed primary data, 2024

Based on the table above, the results of the validity test show that the *corrected item-total correlation value* of each career development variable indicator is greater than the r-critical. Thus, the indicators or questionnaires used by the career development variable are declared valid for use as a measuring instrument for the variable.

Table 2 Results of the validity test of the diversity management variable (X_2)

| Variables | Indicator | <i>Corrected item-total correlation</i> | r-critical | Information |
|--------------------------------|-----------|---|------------|-------------|
| Diversity management (X_2) | $X_{2.1}$ | 0.475 | 0.30 | Valid |
| | $X_{2.2}$ | 0.398 | 0.30 | Valid |
| | $X_{2.3}$ | 0.799 | 0.30 | Valid |
| | $X_{2.4}$ | 0.725 | 0.30 | Valid |
| | $X_{2.5}$ | 0.320 | 0.30 | Valid |

Source: Processed primary data, 2024

Based on the table above, the results of the validity test show that the *corrected item-total correlation value* of each indicator of the Diversity management variable is greater than the r-critical. Thus, the indicators or questionnaires used by the Diversity management variable are declared valid for use as a measuring instrument for the variable.

Table 3 Results of the validity test of the public service motivation variable (Y1)

| Variables | Indicator | <i>Corrected item-total correlation</i> | r-critical | Information |
|---|------------------|---|------------|-------------|
| Public service motivation (Y ₁) | Y _{1.1} | 0.528 | 0.30 | Valid |
| | Y _{1.2} | 0.442 | 0.30 | Valid |
| | Y _{1.3} | 0.466 | 0.30 | Valid |
| | Y _{1.4} | 0.573 | 0.30 | Valid |

Source: Processed primary data, 2024

Based on the table above, the results of the validity test show that the *corrected item-total correlation value* of each indicator of the public service motivation variable is greater than the r-critical. Thus, the indicators or questionnaires used by the public service motivation variable are declared valid for use as a measuring instrument for the variable.

Table 4 Results of the validity test of the performance variable (Y2)

| Variables | Indicator | <i>Corrected item-total correlation</i> | r-critical | Information |
|-------------------------------|------------------|---|------------|-------------|
| Performance (Y ₂) | Y _{2.1} | 0.600 | 0.30 | Valid |
| | Y _{2.2} | 0.338 | 0.30 | Valid |
| | Y _{2.3} | 0.437 | 0.30 | Valid |
| | Y _{2.4} | 0.381 | 0.30 | Valid |
| | Y _{2.5} | 0.503 | 0.30 | Valid |

Source: Processed primary data, 2024

Based on the table above, the results of the validity test show that the *corrected item-total correlation value* of each performance variable indicator is greater than the r-critical. Thus, the indicators or questionnaires used by the performance variables are declared valid for use as a measuring instrument for the variables.

the corrected item-total correlation value of all research variable questionnaire items is greater than the critical r-value, so that the questionnaire of these variables is valid and can be used for further research.

4.1.2 Reliability Test

Questionnaire reliability testing is an important part of research, because it helps ensure that the research instrument used is consistent and reliable in measuring the same variables if used repeatedly or by different researchers. This reliability test also shows the description of the various indicators in the variables studied, where in this test it shows that there is consistency shown in a number of indicators with statements in the questionnaire as submitted and each time it is used it will not cause changes either in different places or times. Reliability means if the respondent's answers to the questions are consistent or stable over time, and the higher the reliability coefficient, the more reliable the answers obtained from the respondents. Reliability testing in this study was carried out by calculating the value of *the Cronbach's alpha* instrument from each variable tested. If the *Cronbach's alpha value* is greater than 0.6, then the respondent's answer as a measuring tool is declared reliable. If *the Cronbach's alpha value* is less than 0.6, then the respondent's answer to the questionnaire as a measuring tool is declared unreliable.

Table 5 Reliability test results

| Variables | Cronbach's Alpha | Cut-off point | Information |
|---|------------------|---------------|-------------|
| Career development (X ₁) | 0.807 | 0.60 | Reliable |
| Diversity Management (X ₂) | 0.765 | | Reliable |
| Public service motivation (Y ₁) | 0.698 | | Reliable |
| Performance (Y ₂) | 0.683 | | Reliable |

Source: Processed primary data, 2024

Based on the table above, the Cronbach's alpha value of all research variables is greater than 0.6. Thus, the respondents' answers from the research variables are reliable so that the questionnaires from these variables are reliable and can be used for further research.

4.2 Respondent Profile

The profile description of respondents of the Public Works and Spatial Planning Service (DPUPR) of Mamuju Regency who were involved in this study is described.

Respondents of employees of the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency by gender are as follows:

Table 6 Respondent characteristics based on gender

| Gender | Number of respondents | |
|--------|-----------------------|------------|
| | Frequency | Percentage |
| Man | 45 | 64% |
| Woman | 25 | 36% |
| Total | 70 | 100% |

Source: Data processing results, 2024

Based on the respondent profile by gender, there were 45 male respondents or 64%, and 25 female respondents or 36%.

Respondents of employees of the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency according to age are as follows:

Table 7 Respondent characteristics based on age

| Age | Number of respondents | |
|-------------|-----------------------|------------|
| | Frequency | Percentage |
| 20-40 years | 33 | 47% |
| 41-60 years | 37 | 53% |
| Total | 70 | 100% |

Source: Data processing results, 2024

Based on the respondent profile by age, there are 33 respondents aged 20-40 years or 47%, and 37 respondents aged 41-60 years or 53%.

Respondents of employees of the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency according to education level are as follows:

Table 8 Respondent characteristics based on education level

| Level of education | Number of respondents | |
|----------------------|-----------------------|------------|
| | Frequency | Percentage |
| Bachelor Degree (S1) | 65 | 93% |

| | | |
|--------------|----|------|
| Masters (S2) | 5 | 7% |
| Total | 70 | 100% |

Source: Data processing results, 2024

Based on the respondent profile according to education level, there are 65 respondents with a Bachelor's degree or 93%, and 5 respondents with a Master's degree or 7%.

Respondents of employees of the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency according to length of service are as follows:

Table 9 Respondent characteristics based on length of service

| Years of service | Number of respondents | |
|------------------|-----------------------|------------|
| | Frequency | Percentage |
| 1-3 years | 16 | 23% |
| 4-6 years | 42 | 60% |
| >6 years | 12 | 17% |
| Total | 70 | 100% |

Source: Data processing results, 2024

Based on the profile of respondents according to work period, there were 16 respondents with a work period of 1-3 years or 23%, respondents with a work period of 4-6 years as many as 42 people or 60%, and respondents with a work period of >6 years were 12 people or 17%.

4.3 Variable Description

The description of the research data shows a recapitulation of respondents' answers to questions from the variables used, which consist of several statement items (indicators) with an assessment scale of strongly agree (score 5), agree (score 4), neutral (score 3), disagree (score 2), and strongly disagree (score 1).

The following is a description of the respondents' assessment of each research variable item obtained by calculating the interval as follows: Interval 1.00-1.80 (very low), 1.81-2.60 (low), 2.61-3.40 (neutral), 3.41-4.20 (high), and 4.21 - 5.00 (very high).

a. Career development variables

The distribution of respondents' answers to career development variables is shown in the following table:

Table 10 Average respondent assessment of career development (X1)

| Item | Questionnaire indicators and statements | Rating scale (Likert) | | | | | Average |
|------------------|--|-------------------------|--------|-------|-------|--------|---------|
| | | STS (1) | TS (2) | N (3) | S (4) | SS (5) | |
| X _{1.1} | <i>Fair treatment in career</i> Opportunities for career development in this office are distributed fairly. | 0 | 3 | 11 | 25 | 31 | 4.20 |
| X _{1.2} | <i>Concern of immediate superior</i> I feel I can rely on my immediate superior's support in my career development. | 0 | 6 | 7 | 29 | 28 | 4.13 |
| X _{1.3} | <i>Promotion opportunity information</i> | 0 | 4 | 9 | 29 | 28 | 4.16 |

| Item | Questionnaire indicators and statements | Rating scale (Likert) | | | | | Average |
|----------------------------|--|-------------------------|--------|-------|-------|--------|---------|
| | | STS (1) | TS (2) | N (3) | S (4) | SS (5) | |
| | Having transparent information regarding promotion opportunities makes me more motivated to develop. | | | | | | |
| X _{1.4} | Interest in being promoted I have interest and motivation to be promoted within the organization | 0 | 5 | 5 | 27 | 33 | 4.26 |
| X _{1.5} | Satisfaction level Overall, I am satisfied with my career development in this office. | 0 | 1 | 18 | 32 | 19 | 3.99 |
| Average value of variables | | | | | | | 4.15 |

Source: Data processing results, 2024

Based on the table above, it can be stated that the career development variable has an average score of 4.15 which is in the interval (3.41 - 4.20) or in the high category. This explains that career development consisting of indicators of fair treatment in a career, concern from direct superiors, information on promotion opportunities, interest in being promoted, and level of satisfaction is good in the perception of respondents or employees of the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency. Although overall respondents gave a high assessment of career development, of all the indicators, the one with the highest average score was interest in being promoted (X_{1.4}), while the lowest average score was level of satisfaction (X_{1.5}), meaning that interest in being promoted and level of satisfaction are important things that must be considered by the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency in creating working conditions that support improving employee performance based on aspects of career development.

b. Diversity management variables

The distribution of respondents' answers to the Diversity Management variable is shown in the following table:

Table 11 Average respondent assessment of Diversity management (X2)

| Item | Questionnaire indicators and statements | Rating scale (Likert) | | | | | Average |
|------------------|--|-------------------------|--------|-------|-------|--------|---------|
| | | STS (1) | TS (2) | N (3) | S (4) | SS (5) | |
| X _{2.1} | Have strong leadership I believe that strong leadership is essential in managing diversity in the workplace. | 0 | 1 | 3 | 37 | 29 | 4.34 |
| X _{2.2} | Assess the situation The agency assesses the diversity situation in the workplace on a regular basis. | 0 | 1 | 3 | 49 | 17 | 4.17 |
| X _{2.3} | Providing diversity training and education | 0 | 6 | 6 | 26 | 32 | 4.20 |

| Item | Questionnaire indicators and statements | Rating scale (<i>Likert</i>) | | | | | Average |
|------------------|--|--------------------------------|--------|-------|-------|--------|---------|
| | | STS (1) | TS (2) | N (3) | S (4) | SS (5) | |
| | Training and education on diversity in the workplace must be provided to all employees. | | | | | | |
| X _{2.4} | <i>Changing culture and management systems</i> Agencies change their culture and management systems to be more inclusive of diversity. | 0 | 5 | 4 | 29 | 32 | 4.26 |
| X _{2.5} | <i>Conducting diversity program evaluations</i> Diversity program evaluations should be conducted regularly to ensure their effectiveness. | 0 | 1 | 4 | 43 | 22 | 4.23 |
| | | Average value of variables | | | | | 4.24 |

Source: Data processing results, 2024

Based on the table above, it can be stated that the diversity management variable has an average score of 4.24 which is in the interval (4.21 - 5.00) or in the very high category. This explains that diversity management consisting of indicators of having strong leadership, assessing the situation, providing diversity training and education, changing the culture and management system, conducting diversity program evaluations is very good in the perception of respondents or employees of the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency. Although overall respondents gave a very high assessment of diversity management, of all the indicators, the one with the highest average score was having strong leadership (X_{2.1}), while the lowest average score was assessing the situation (X_{2.2}), meaning having strong leadership and assessing the situation is an important thing that must be considered by the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency in creating working conditions that support improving employee performance based on aspects of diversity management.

c. Public service motivation variables

The distribution of respondents' answers to the public service motivation variable is shown in the following table:

Table 12 Average respondent assessment of public service motivation (Y1)

| Item | Questionnaire indicators and statements | Rating scale (<i>Likert</i>) | | | | | Average |
|------------------|--|--------------------------------|--------|-------|-------|--------|---------|
| | | STS (1) | TS (2) | N (3) | S (4) | SS (5) | |
| Y _{1.1} | <i>Interest in public policy making</i> I feel interested and enthusiastic about the public policy making process. | 0 | 0 | 4 | 27 | 39 | 4.50 |
| Y _{1.2} | <i>Commitment to the public interest</i> I have a high commitment to the public interest in carrying out my public service duties. | 0 | 1 | 5 | 25 | 39 | 4.46 |

| Item | Questionnaire indicators and statements | Rating scale (<i>Likert</i>) | | | | | Average |
|----------------------------|--|--------------------------------|--------|-------|-------|--------|---------|
| | | STS (1) | TS (2) | N (3) | S (4) | SS (5) | |
| Y _{1.3} | <i>Empathetic trait</i> I have empathy for the needs and expectations of the community in providing public services. | 0 | 11 | 16 | 26 | 17 | 3.70 |
| Y _{1.4} | <i>Self-sacrifice</i> I am willing to make self-sacrifice in order to provide maximum public service. | 0 | 12 | 2 | 37 | 19 | 3.90 |
| Average value of variables | | | | | | | 4.14 |

Source: Data processing results, 2024

Based on the table above, it can be stated that the public service motivation variable has an average score of 4.14 which is in the interval (3.41 - 4.20) or in the high category. This explains that public service motivation consisting of indicators of interest in making public policy, commitment to public interests, empathy, self-sacrifice is good in the perception of respondents or employees of the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency. Although overall respondents gave a high assessment of public service motivation, of all these indicators, the one with the highest average score was interest in making public policy (Y_{1.1}), while the lowest average score was empathy (Y_{1.3}), meaning that interest in making public policy and empathy are important things that must be considered by the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency in creating working conditions that support improving employee performance based on aspects of public service motivation.

d. Performance variables

The distribution of respondents' answers to the performance variables is shown in the following table:

Table 13 Average respondent assessment of performance (Y2)

| Item | Questionnaire indicators and statements | Rating scale (<i>Likert</i>) | | | | | Average |
|------------------|---|--------------------------------|--------|-------|-------|--------|---------|
| | | STS (1) | TS (2) | N (3) | S (4) | SS (5) | |
| Y _{2.1} | <i>Quality</i> I strive to provide the best quality work results. | 0 | 4 | 2 | 33 | 31 | 4.30 |
| Y _{2.2} | <i>Quantity</i> I managed to achieve the quantity target that was set for my job. | 0 | 2 | 8 | 38 | 22 | 4.14 |
| Y _{2.3} | <i>Punctuality</i> My work is always completed on time | 0 | 0 | 3 | 43 | 24 | 4.30 |
| Y _{2.4} | <i>Effectiveness</i> I strive to work in the most effective way to achieve the desired results. | 0 | 8 | 2 | 45 | 15 | 3.96 |

| Item | Questionnaire indicators and statements | Rating scale (Likert) | | | | | Average |
|----------------------------|--|-------------------------|--------|-------|-------|--------|---------|
| | | STS (1) | TS (2) | N (3) | S (4) | SS (5) | |
| Y _{2.5} | Independence I can handle work challenges without needing too much help. | 0 | 13 | 5 | 31 | 21 | 3.86 |
| Average value of variables | | | | | | | 4.11 |

Source: Data processing results, 2024

Based on the table above, it can be stated that the performance variable has an average score of 4.11 which is in the interval (3.41 - 4.20) or in the high category. This explains that the performance consisting of indicators of quality, quantity, timeliness, effectiveness, independence is good in the perception of respondents or employees of the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency. Although overall respondents gave a high assessment of the performance assessment, of all the indicators, the one with the highest average score was quality (Y_{2.1}), while the lowest average score was independence (Y_{2.5}), meaning that quality and independence are important things that must be considered by the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency in creating working conditions that support improving employee performance.

4.4 Classical Assumption Test Results

The classical assumption test is conducted to test the regression model so that a regression model is obtained from the least squares method that produces an unbiased linear estimator. The regression model obtained is normally distributed and limited from multicollinearity and heteroscedasticity symptoms.

4.4.1 Data normality testing

The normality test is a test to determine normality and aims to test whether the dependent variable and the independent variable both have a normal distribution or not. So if the data has a normal distribution then the t-test can be done, while if the normality assumption cannot be met then inference cannot be done with the t statistic. The results of the normality test with the *Kolmogorov-smirnov approach* are shown in the following table:

Table 14 Kolmogorov-Smirnov normality test

| One-Sample Kolmogorov-Smirnov Test | | |
|--|----------------|-------------------------|
| | | Unstandardized Residual |
| N | | 70 |
| Normal Parameters ^{a,b} | Mean | .0000000 |
| | Std. Deviation | 1.41297551 |
| Most Extreme Differences | Absolute | .066 |
| | Positive | .039 |
| | Negative | -.066 |
| Test Statistics | | .066 |
| Asymp. Sig. (2-tailed) | | .200 ^{c,d} |
| a. Test distribution is Normal. | | |
| b. Calculated from data. | | |
| c. Lilliefors Significance Correction. | | |
| d. This is a lower bound of the true significance. | | |

The results of the normality test with *Kolmogorov-Smirnov* obtained an Asymp. Sig. (2-tailed) value of 0.200 > 0.05, meaning that the data in this study were normally distributed, so that further statistical testing could be carried out.

4.4.2 Multicollinearity test

The multicollinearity test aims to determine whether there is a perfect linear relationship between independent variables in the regression. To determine whether there is a symptom of multicollinearity, it can be seen from the value of tolerance and VIF (Variance Inflation Factor) through the SPSS program. The criteria used are if the tolerance value > 0.1 or VIF value < 10 then there is no multicollinearity. The results of the multicollinearity test are presented in the following table:

Table 15 Results of multicollinearity test

| PERFORMANCE | Collinearity Statistics | |
|------------------------------|-------------------------|-------|
| | Tolerance | VIF |
| Career Development_X1 | .419 | 2.387 |
| Diversity Management_X2 | .489 | 2,044 |
| Public Service Motivation_Y1 | .420 | 2.383 |

Source: Data processing results, 2024

Based on the table above, it can be seen that the calculation results show that the tolerance value is > 0.1 or the VIF value is < 10. This can be concluded that the regression model equation does not have a multicollinearity problem, which means that there is no significant correlation between the independent variables so that it is suitable for further analysis.

4.4.3 Heteroscedasticity Test

Heteroscedasticity occurs when the variance of the disturbance probability distribution is not constant for all observations of the research variables. The method used to test heteroscedasticity in this study uses a scatterplot diagram.

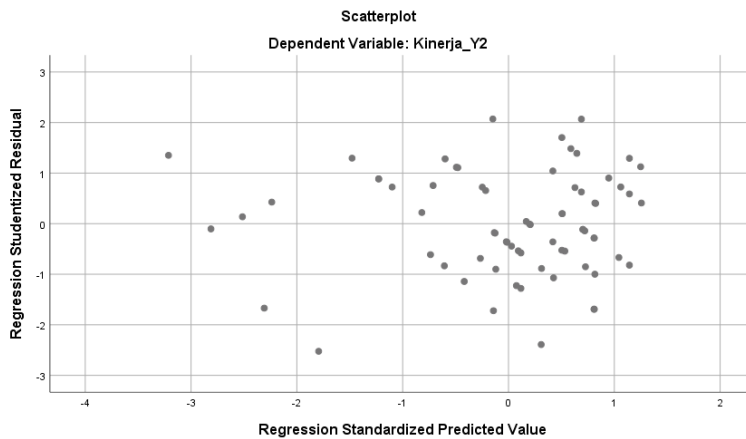


Figure 1 Scatterplot diagram of performance_Y2

Source: Data processing results, 2024

Based on the image above, it can be concluded that there is no clear pattern in testing the teamwork variable, and the points are spread above and below 0 on the Y axis, so there is no heteroscedasticity.

4.5 Data Analysis Results

The study uses statistical analysis, namely path analysis. This analysis is used to test the influence of intervening variables where the use of regression analysis to estimate the causal relationship between variables (casual model). Path analysis is an extension of multiple linear regression analysis or path analysis is the use of regression analysis to estimate the causal relationship between variables that have been previously determined based on theory. A direct relationship occurs if one variable affects another variable without a third variable mediating (intervening) the relationship between the two variables. An indirect relationship is if there is a third variable that mediates the relationship between these two variables (Ghozali, 2018). Thus, in the model of the relationship between these variables, there are independent variables which in this case are called exogenous variables, and dependent variables which are called endogenous variables. Through this path analysis, it will be possible to find the most appropriate and shortest path for an independent variable to the last dependent variable (Sugiyono, 2019).

4.5.1 Direct Path Analysis (Regression Model 1)

1. Individual influence test

In the regression analysis of model 1, the influence of career development and diversity management on public service motivation was tested, and the results of the analysis obtained can be shown as follows:

Table 16 Test of individual influence of regression model 1

| Coefficients ^a | | | | | | |
|---------------------------|-------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.149 | 1,596 | | 1,346 | .183 |
| | Career Development_X1 | .382 | .080 | .502 | 4,752 | .000 |
| | Diversity Management_X2 | .306 | .098 | .329 | 3.115 | .003 |

a. Dependent Variable: Public Service Motivation_Y1

Source: Processed primary data, 2024

Based on the results of the regression analysis of model 1 shown in the table above, it can be interpreted as follows:

value (α_1) in the *unstandardized coefficient column* shows that the influence of career development on public service motivation is 0.382, meaning that this influence is positively correlated where when career development increases by 1 point, it will be followed by an increase in public service motivation of 0.382. Meanwhile, seen from the level of significance obtained in this study is 0.000, where this value is smaller than 0.05 (Sig. <0.05) so that it can be said that the influence of career development on public service motivation has a significant influence. Thus, to significantly increase public service motivation at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, it is important to consider career development.

Furthermore, the path coefficient value (α_2) in the *unstandardized coefficient column* shows that the influence of diversity management on public service motivation is 0.306, meaning that this influence is positively correlated where when diversity management increases by 1 point, it will be followed by an increase in public service motivation by 0.306. Meanwhile, seen from the level of significance obtained in this study is 0.003, where this value is smaller than 0.05 (Sig. <0.05) so it can be said that the influence of diversity management on public service motivation has a significant

influence. Thus, to significantly increase public service motivation at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, it is important to consider diversity management.

2. F test and coefficient of determination

To prove that independent variables simultaneously affect the dependent variable, the F statistical test is used. The F test is conducted to determine whether all independent variables simultaneously affect the dependent variable. The results of the simultaneous test (F test) are as follows:

Table 17 Results of the F test on regression model 1

| ANOVA ^a | | | | | | |
|---|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 241,037 | 2 | 120,518 | 46,344 | .000 ^b |
| | Residual | 174,235 | 67 | 2,601 | | |
| | Total | 415,271 | 69 | | | |
| a. Dependent Variable: Public Service Motivation_Y1 | | | | | | |
| b. Predictors: (Constant), Diversity Management_X2, Career Development_X1 | | | | | | |

Source: Processed primary data, 2024

Based on the F test in the table above, it shows the p-value of the F test result of 0.000, because the p-value is smaller than the significance level $\alpha = 5\%$ or (0.000 < 0.05), then there is a simultaneous influence of the independent variable on the dependent, or career development and diversity management have a simultaneous impact on the public service motivation of employees of the Public Works and Spatial Planning Service (DPUPR) of Mamuju Regency.

To determine the magnitude of the influence of career development and diversity management variables on public service motivation variables at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, the multiple determination coefficient (adjusted R square) was used. The results of the determination coefficient can be shown in the following table:

Table 18 Regression determination coefficient of model 1

| Model Summary | | | | |
|---|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .762 ^a | .580 | .568 | 1,613 |
| a. Predictors: (Constant), Diversity Management_X2, Career Development_X1 | | | | |

Source: Processed primary data, 2024

Based on the table above, it can be seen that the magnitude of the multiple determination coefficient (adjusted-R²) is 0.580. These results can be interpreted that 58% of the magnitude of public service motivation is influenced by independent variables consisting of career development and diversity management. While the remaining 42% is influenced by other variables that are not included in this research model.

4.5.2 Direct Path Analysis (Regression Model 2)

1. Individual influence test

In the regression analysis of model 2, the influence of career development, diversity management and public service motivation on performance was tested, and the results of the analysis obtained can be shown as follows:

Table 19 Test of individual influence of regression model 2

| Coefficients ^a | | | | | | |
|---------------------------|-------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2,658 | 1,449 | | 1,834 | .071 |
| | Career Development_X1 | .243 | .083 | .292 | 2,915 | .005 |
| | Diversity Management_X2 | .259 | .094 | .255 | 2,750 | .008 |

| | | | | | | |
|---------------------------------------|------------------------------|------|------|------|-------|------|
| | Public Service Motivation_Y1 | .446 | .109 | .407 | 4,070 | .000 |
| a. Dependent Variable: Performance_Y2 | | | | | | |

Source: Processed primary data, 2024

Based on the results of the regression analysis of model 2 shown in the table above, it can be interpreted as follows:

value (β_1) in the *unstandardized coefficient column* shows that the influence of career development on performance is 0.243, meaning that this influence is positively correlated where when career development increases by 1 point, it will be followed by an increase in performance of 0.243. Meanwhile, seen from the level of significance obtained in this study is 0.005, where this value is smaller than 0.05 (Sig. <0.05) so it can be said that the influence of career development on performance has a significant influence. Thus, to significantly improve performance at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, it is important to consider career development.

value (β_2) in the *unstandardized coefficient column* shows that the influence of diversity management on performance is 0.259, meaning that this influence is positively correlated where when diversity management increases by 1 point, it will be followed by an increase in performance of 0.259. Meanwhile, seen from the level of significance obtained in this study is 0.008, where this value is smaller than 0.05 (Sig. <0.05) so it can be said that the influence of diversity management on performance has a significant influence. Thus, to significantly improve performance at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, it is important to consider diversity management.

Furthermore, the path coefficient value (β_3) in the *unstandardized coefficient column* shows that the influence of public service motivation on performance is 0.446, meaning that this influence is positively correlated where when public service motivation increases by 1 point, it will be followed by an increase in performance of 0.446. Meanwhile, seen from the level of significance obtained in this study is 0.000, where this value is smaller than 0.05 (Sig. <0.05) so it can be said that the influence of public service motivation on performance has a significant influence. Thus, to significantly improve performance at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, it is important to consider public service motivation.

3. F test and coefficient of determination

To prove that independent variables simultaneously affect the dependent variable, the F statistical test is used. The F test is conducted to determine whether all independent variables simultaneously affect the dependent variable. The results of the simultaneous test (F test) are as follows:

Table 20 Results of the F test on regression model 2

| ANOVA ^a | | | | | | |
|---|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 359,513 | 3 | 119,838 | 57,414 | .000 ^b |
| | Residual | 137,758 | 66 | 2,087 | | |
| | Total | 497,271 | 69 | | | |
| a. Dependent Variable: Performance_Y2 | | | | | | |
| b. Predictors: (Constant), Public Service Motivation_Y1, Diversity Management_X2, Career Development_X1 | | | | | | |

Source: Processed primary data, 2024

Based on the F test in the table above, it shows the p-value of the F test result of 0.000, because the p-value is smaller than the significance level $\alpha = 5\%$ or $(0.000 < 0.05)$, then there is a simultaneous influence of the independent variable on the dependent, or career development, diversity management and public service motivation have a simultaneous impact on the performance of employees of the Public Works and Spatial Planning Service (DPUPR) of Mamuju Regency.

To determine the magnitude of the influence of career development variables, diversity management and public service motivation on employee performance variables at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, multiple determination coefficients (adjusted R square) were used. The results of the determination coefficient can be shown in the following table:

Table 21 Regression determination coefficient of model 2

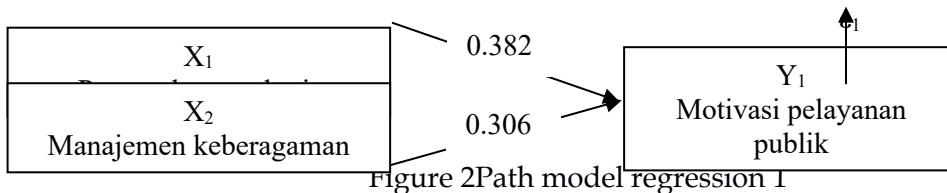
| Model Summary ^b | | | | |
|---|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .850 ^a | .723 | .710 | 1,445 |
| a. Predictors: (Constant), Public Service Motivation_Y1, Diversity Management_X2, Career Development_X1 | | | | |
| b. Dependent Variable: Performance_Y2 | | | | |

Source: Processed primary data, 2024

Based on the table above, it can be seen that the magnitude of the multiple determination coefficient (adjusted-R²) is 0.723. These results can be interpreted that 72.3% of the magnitude of performance is influenced by independent variables consisting of career development, diversity management and public service motivation. While the remaining 27.7% is influenced by other variables not included in this research model.

4.5.3 Indirect Path Analysis (Sobel test)

Before using indirect path analysis, it is necessary to first compile a model of the relationship between variables, which in this case is called a path diagram formed on the direct path. The path diagram is compiled based on a framework developed from the theory used in the study. Based on the influence models described above, the overall path model formed can be described as follows:



From the results of the regression analysis of path model 1 above, the first error value (ϵ_1) can be calculated as follows:

$$\begin{aligned} \epsilon_i &= \sqrt{1 - R^2} \\ \epsilon_1 &= \sqrt{1 - (0.580)^2} \\ \epsilon_1 &= \sqrt{0.420} \\ \epsilon_1 &= 0.648 \end{aligned}$$

The result of 0.648 means that the number of variants of career development and diversity management variables that are not examined in the model and have an effect on the public service

motivation variable is 0.648. This fairly high error value concludes that not only career development and diversity management have an effect on public service motivation, but there are several other variables that have an effect on public service motivation.

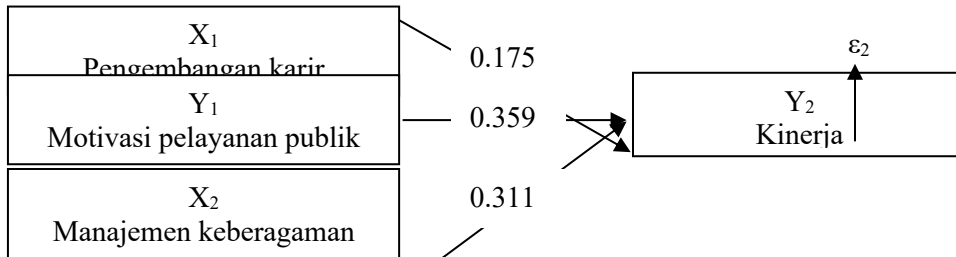


Figure 3 Path model regression 2

From the results of the regression analysis of path model 2 above, the first error value (ε₁) can be calculated as follows:

$$\begin{aligned} \epsilon_i &= \sqrt{1 - R^2} \\ \epsilon_2 &= \sqrt{1 - (0.723)^2} \\ \epsilon_2 &= \sqrt{0.277} \\ \epsilon_2 &= 0.526 \end{aligned}$$

The result of 0.526 means that the number of variants of career development variables, diversity management and public service motivation that are not studied in the model and have an effect on performance variables is 0.526. This fairly high error value provides the conclusion that not only career development, diversity management and public service motivation have an effect on employee performance, but there are several other variables that have an effect on employee performance.

Based on the figure above, the direct and indirect influence of the variables of career development (X₁) and diversity management (X₂) on performance (Y₂) through public service motivation (Y₁) can be explained:

1. The influence of career development (X₁) on performance (Y₂) through public service motivation (Y₁)
 - a. The direct influence of career development (X₁) on performance (Y₂) is 0.243.
 - b. The indirect effect of career development (X₁) on performance (Y₂) through public service motivation (Y₁) is 0.382 x 0.446 = 0.170.
 - c. The total influence of career development (X₁) on performance (Y₂) through public service motivation (Y₁) is 0.243 + 0.170 = 0.413.

To find out the level of significance of this influence, it can be confirmed by using the Sobel test calculator. The following are the calculation results using the Sobel calculator. Sobel test analysis with the provision that if the z-value in absolute price > 1.96 or the level of statistical significance z (p-value) < 0.05, it means an indirect effect or indirect influence of the independent variable on the dependent variable through the mediator (Preacher and Hayes, 2004).

| Input: | | Test statistic: | Std. Error: | p-value: |
|----------------|-------|--------------------------|-------------|------------|
| a | 0.382 | Sobel test: 3.10704113 | 0.05483416 | 0.0018897 |
| b | 0.446 | Aroian test: 3.06848403 | 0.05552318 | 0.00215148 |
| s _a | 0.080 | Goodman test: 3.14708921 | 0.05413637 | 0.00164905 |
| s _b | 0.109 | Reset all | Calculate | |

Figure 4 Output of the Sobel test results between X1 and Y2 and Y1 as an intervening

Source: Data processing results, 2024

Based on the results of the Sobel test calculation, the Sobel test statistic value was obtained = 3.107 and p-value = 0.001, meaning that the existence of public service motivation as an intervening variable can significantly influence the relationship between the two variables, namely career development and employee performance of the Public Works and Spatial Planning Service (DPUPR) of Mamuju Regency .

2. The influence of diversity management (X₂) on performance (Y₂) through public service motivation (Y₁)
 - a. The direct influence of diversity management (X₂) on performance (Y₂) is 0.259.
 - b. The indirect effect of diversity management (X₂) on performance (Y₂) through public service motivation (Y₁) is 0.306 x 0.446 = 0.137.
 - c. The total effect of diversity management (X₂) on performance (Y₂) through public service motivation (Y₁) is 0.259 + 0.137 = 0.396.

To find out the level of significance of this influence, it can be confirmed by using *the Sobel test calculator*. The following are the calculation results using *the Sobel calculator* . Sobel test analysis with the provision that if the z-value in absolute price > 1.96 or the level of statistical significance z (p-value) < 0.05, it means an *indirect effect* or indirect influence of the independent variable on the dependent variable through the mediator (Preacher and Hayes, 2004).

| Input: | | Test statistic: | Std. Error: | p-value: |
|----------------|-------|--------------------------|-------------|------------|
| a | 0.306 | Sobel test: 2.48225237 | 0.05498071 | 0.01305548 |
| b | 0.446 | Aroian test: 2.43668929 | 0.05600878 | 0.01482241 |
| s _a | 0.098 | Goodman test: 2.53047083 | 0.05393305 | 0.01139096 |
| s _b | 0.109 | Reset all | Calculate | |

Figure 5 Output of the Sobel test results between X2 and Y2 and Y1 as intervening

Source: Data processing results, 2024

Based on the results of the Sobel test calculation, the Sobel test statistic value was obtained = 2.482 and p-value = 0.013, meaning that the existence of public service motivation as an intervening variable can significantly influence the relationship between the two variables, namely diversity management and employee performance at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency .

Based on the path analysis test, the results of direct and indirect influences, the recapitulation of the results of the hypothesis testing can be shown as follows:

Table 22 Recapitulation of hypothesis testing results

| | Hypothesis | Test results | How efficient is the path? | p-value |
|----|---|---------------------|-----------------------------------|----------------|
| H1 | Career development has a positive and significant effect on the public service motivation of employees at the Public Works and Spatial Planning Service (DPUPR) of Mamuju Regency . | Accepted | 0.382 | .000 |
| H2 | Diversity Management has a positive and significant effect on the public service motivation of employees at the Public Works and Spatial Planning Service (DPUPR) of Mamuju Regency . | Accepted | 0.306 | .003 |
| H3 | Career development has a positive and significant effect on employee performance at the Public Works and Spatial Planning Service (DPUPR) of Mamuju Regency . | Accepted | 0.243 | .005 |
| H4 | Diversity Management has a positive and significant effect on employee performance at the Public Works and Spatial Planning Service (DPUPR) of Mamuju Regency . | Accepted | 0.259 | .008 |
| H5 | Public service motivation has a positive and significant effect on employee performance at the Public Works and Spatial Planning Service (DPUPR) of Mamuju Regency . | Accepted | 0.446 | .000 |
| H6 | Career development has a positive and significant effect on performance through public service motivation of employees at the Public Works and Spatial Planning Service (DPUPR) of Mamuju Regency . | Accepted | 0.170 | 0.001 |
| H7 | Diversity Management has a positive and significant effect on performance through public service motivation of employees at the Public Works and Spatial Planning Service (DPUPR) of Mamuju Regency . | Accepted | 0.137 | 0.013 |

Source: Data processing results, 2024

I. CHAPTER V DISCUSSION

Based on the results of the analysis that has been carried out, the following is a discussion of each variable relationship.

1.1 The influence of career development on public service motivation of employees at the Public Works and Spatial Planning Service (DPUPR) of Mamuju Regency

The findings of the previous analysis show that there is a positive and significant influence of career development on public service motivation at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, where better career development can lead to increased public service motivation of employees, and vice versa can lead to decreased public service motivation of employees when there is a decrease in career development. The indicators that support the relationship between the two variables are able to represent the conditions that occur at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency.

Career development in a government agency has a major impact on the public service motivation of its employees. When employees are given the opportunity to develop their skills and achieve higher positions in the organizational hierarchy, this can increase their sense of involvement in their work and increase job satisfaction (Mangkunegara, 2020). Individuals who feel that there is an opportunity to develop and improve their abilities will be more motivated to provide better services to the public. In addition, career development creates a greater sense of responsibility and attachment to the organization. Employees who feel valued and supported in their career development are more committed to the goals and values of the organization, including providing quality public services. Their career advancement is not only beneficial to themselves but also to the organization where they work and the community they serve. On the other hand, the lack of clarity or opportunity for career development leads to decreased motivation and job satisfaction. Employees will feel trapped in a position that does not allow them to grow and develop, which can result in lethargy and lack of interest in providing optimal service to the public. Therefore, it is important for government agencies to prioritize career development as an integral part of their human resource management (O'Herron & Simonsen, 1995). By providing opportunities for professional growth, these agencies will not only increase the motivation and engagement of their employees, but will also improve the quality of public services they provide to the public.

Based on the results of this study, it shows that there are several indicators that support career development, including fair treatment in career, concern from direct superiors, information on promotion opportunities, interest in being promoted, and level of satisfaction. However, in the context of the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, interest in being promoted is seen as the most significant indicator related to career development and its impact on public service motivation. Interest in being promoted is a very important indicator because it reflects the aspirations and ambitions of individuals to take the next step in their career development. In DPUPR Mamuju Regency, a high interest in being promoted indicates that employees have a strong intrinsic drive to improve their abilities and contributions in their work. This also reflects their belief that through promotion, they will have the opportunity to make a greater impact on the public services they provide to the community. In addition, interest in being promoted has a direct impact on public service motivation because employees who are motivated to move up are more enthusiastic and committed in carrying out their duties. They see promotion as recognition of their performance and as an opportunity to play a greater role in achieving organizational goals and providing better services to the community. The high interest in being promoted by employees is an important

indicator that supports career development and contributes to high public service motivation. This emphasizes the importance of paying attention to individual aspirations and needs in an effort to improve the quality of public services in government agencies.

The results of this study are in line with previous studies by Natalia & Netra (2020); Ristowati & Turangan (2022) that career development has a positive and significant effect on public service motivation. In this study, namely the Public Works and Spatial Planning Service (DPUPR) of Mamuju Regency, the impact on employee public service motivation is very strong on the indicator of interest in making public policy because the interest in being promoted is directly related to a greater role in the policy-making process. When employees have aspirations for promotion, they are naturally attracted to fields of work that provide opportunities to contribute to decision-making and policy-making. Public policy is very relevant to their duties and responsibilities in ensuring quality public infrastructure and meeting the needs of the community. Therefore, when employees have a high interest in being promoted, they tend to focus more on aspects of policy making related to their main duties. They see promotion as an opportunity to have a greater influence in determining the direction of policy and solutions to improve the quality of public services in the region. In addition, interest in making public policy also reflects employee awareness and involvement in issues that are relevant to the needs of the community. They see policymaking as a means to create positive change and provide real impact to the communities they serve. Thus, high interest in public policymaking not only motivates employees to achieve their career goals but also increases their involvement in providing meaningful and effective public services to the community (Vandenabeele et al., 2018) . Therefore, the indicator of interest in public policymaking is very important in the context of the Mamuju Regency PUPR because it reflects the aspirations of employees to make significant contributions in creating positive change for the community through the development of relevant and impactful policies.

Other indicators of career development, such as fair treatment in career, concern from direct superiors, and information on promotion opportunities, have also proven effective in supporting public service motivation at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency. Fair treatment in career creates an inclusive work environment, where every employee is treated fairly and appreciated for their contribution. When employees feel that they are treated fairly, they are motivated to provide quality public services. They feel motivated to work well because they believe that opportunities and rewards will be based on their performance and potential, not subjective preferences or discrimination. Concern from direct superiors also plays an important role in supporting public service motivation. When direct superiors show concern for employee needs and aspirations, they create a stronger bond between employees and the organization. By providing support, guidance, and constructive feedback, direct superiors can help employees develop professionally and personally, which in turn increases their motivation to provide better public services. This is in line with the opinion of (Hodeghem, 2018) that motivation in service will exceed the interests of the organization when employees are treated well. In addition, information on promotion opportunities is also important in driving public service motivation. When employees are given clear information about opportunities for career development, they feel motivated to take the necessary steps to achieve their career goals. Knowledge of promotion opportunities gives employees hope for possible rewards for their efforts and provides a clear direction for their career development within the organization.

Furthermore, the results of the study at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, showed that the indicator perceived the lowest by respondents in the career development variable was the level of satisfaction. This decrease in satisfaction can result in reduced public service motivation and even a decrease in empathy in employees. Job satisfaction is a key factor in influencing employee motivation. When employees are not satisfied with their working conditions, including opportunities for career development, they tend to be less motivated

to provide optimal public services. This dissatisfaction can lead to feelings of frustration, lack of commitment, and decreased interest in contributing optimally in carrying out their duties. In addition, decreased job satisfaction can also have a negative impact on employee empathy. Empathy is the ability to understand and feel the feelings and needs of others, which is an important aspect in providing public services that are sensitive and responsive to the needs of the community. When employees are dissatisfied with their work situation, they may tend to be less concerned or more focused on personal needs than on the interests of the community. Thus, it is important for DPUPR Mamuju Regency to pay attention to the level of employee satisfaction as part of career development and human resource management efforts. By increasing job satisfaction, either through increasing opportunities for career development or improving overall working conditions, the agency can strengthen its employees' public service motivation and ensure that they remain empathetic and responsive to the needs of the communities they serve (Siagian, 2019) .

1.2 The influence of diversity management on public service motivation of employees at the Public Works and Spatial Planning Service (DPUPR) of Mamuju Regency

The findings of the previous analysis show that there is a positive and significant influence of diversity management on public service motivation at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, where better diversity management can lead to increased public service motivation of employees, and vice versa can lead to decreased public service motivation of employees when there is a decrease in diversity management. The indicators that support the relationship between the two variables are able to represent the conditions that occur at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency.

Diversity management in a government agency has a role in influencing public service motivation. Management that is able to manage diversity well will create a work environment that strengthens mutual respect between employees, such as by understanding and appreciating differences in background, culture, and views, employees feel fully appreciated and accepted in the work environment. With this sense of inclusivity, employees feel more motivated to provide the best public service. They feel that their contributions are appreciated regardless of their background or identity. In an atmosphere like this, employees feel more involved and committed to the goals of the organization, because they feel that the organization values their individual contributions. In addition, effective diversity management can create better cooperation among employees. Collaboration between individuals with different backgrounds can produce innovative ideas and better solutions in providing public services (Kreitz, 2008) . This can also improve the efficiency and quality of services provided by the government agency. Thus, good diversity management in a government agency has an impact on the public service motivation of its employees. An inclusive and collaborative work environment can encourage employees to give their best contribution in serving the community.

Research that is in line with the findings of this study is (Choi & Rainey, 2010; Lim et al., 2023) . As in this study shows that there are several indicators that support diversity management, including having strong leadership, the ability to assess situations, providing diversity training and education, changing the culture and management system, and conducting diversity program evaluations. However, among all these indicators, strong leadership from the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency is the most dominant factor in supporting effective diversity management. Strong leadership is able to create a vision and commitment to promote diversity, and is able to move the organization to participate in these efforts. Leaders who pay attention to and fight for the values of inclusivity, respect for differences, and fairness in treatment will create a work environment that motivates employees to provide the best public service (Anom & Sinaga, 2020) .

With this strong leadership, DPUPR Mamuju Regency is able to instill diversity values in the organizational culture, which in turn increases employee public service motivation. This happens because employees feel supported and directed by their leaders to contribute optimally in serving the community, thus creating a positive and productive work environment.

The impact of strong leadership that is perceived as the highest on the diversity management variable at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency on public service motivation is very strong on the indicator of interest in public policy making by employees. Strong leadership and concern for diversity create a work environment that supports and motivates employees to actively participate in the public policy making process. Employees who feel appreciated, supported, and empowered by their leaders will be more enthusiastic about being involved in policy making that is relevant to the needs and aspirations of the community. This also creates a greater sense of responsibility for their duties in making positive contributions to society through the policies made. Thus, strong leadership in diversity management not only increases employees' public service motivation in general, but also specifically strengthens their interest in the public policy making process as part of their responsibility in serving the community well (Thomas & Plaut, 2008).

Other indicators of diversity management, such as providing diversity training and education, changing the culture and management system, and conducting diversity program evaluations, have also proven effective in supporting public service motivation at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency. Through diversity training and education, DPUPR employees can improve their understanding of the importance of diversity and how to manage it effectively in the work environment. This not only strengthens relationships between employees but also helps them better understand the needs and expectations of diverse communities. Furthermore, efforts to change the culture and management system that support diversity also have a positive impact on employee public service motivation. By creating an inclusive and supportive work environment, employees feel valued and recognized for their contributions, which in turn increases their motivation to provide quality public services (Nurlita, 2019). Then, diversity program evaluation is important because it helps DPUPR Mamuju Regency to improve and develop their diversity management strategies on an ongoing basis. Through this evaluation, agencies can identify the successes and weaknesses of existing programs, and take necessary corrective steps. This not only increases the effectiveness of overall diversity management, but also recognizes employees for their contributions to maintaining and improving diversity in the workplace. Through various efforts such as training, cultural change, and program evaluation, the Mamuju Regency PUPR can continue to strengthen the public service motivation of its employees, create a positive work environment, and provide optimal public services to the community. In practice, diversity management will involve everyone with different backgrounds into a predetermined value to achieve organizational goals (Bangun, 2018).

Then, in the results of this study, especially in the context of the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, the indicator that was perceived the lowest by respondents in the diversity management variable was assessing evaluation. When evaluation is neglected or not carried out adequately, it can lead to a lack of constructive feedback and necessary updates in diversity management efforts. As a result, employees may feel that their contributions and initiatives are not appreciated or recognized, which in turn can reduce their public service motivation. When employees feel that evaluations of their diversity efforts are ignored, this can also reduce their sense of involvement and empathy for the needs and aspirations of diverse communities. Without clear feedback on the effectiveness of their diversity efforts, employees may lose direction or motivation to continue to strive to provide optimal public services to the community. Therefore, it is important for DPUPR Mamuju Regency to improve their evaluation process related to diversity management, as well as ensure that feedback from the evaluation is used to improve and develop

their strategies on an ongoing basis. In this way, it can be expected that improvements in diversity management evaluation will have a positive impact on employees' public service motivation, as well as strengthening their empathy towards the needs of diverse communities.

1.3 The influence of career development on employee performance at the Public Works and Spatial Planning Service (DPUPR) of Mamuju Regency

The findings of the previous analysis show that there is a positive and significant influence of career development on employee performance at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, where better career development can lead to increased employee performance, and vice versa can lead to decreased employee performance when there is a decrease in career development. The indicators that support the relationship between the two variables are able to represent the conditions that occur at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency.

Career development has an impact on employee performance. Employees who are given the opportunity to develop their skills and knowledge through training, further education, or job promotion will make them motivated and committed to their work. In particular, career development helps create a work environment that promotes professional growth. Employees who feel supported in achieving their career goals are more likely to actively participate in organizational activities, and are more motivated to improve their overall performance. According to (Soetjipto & et al., 2002), a career is part of a person's life journey, even for some people it is a life goal. In addition, career development can also increase job satisfaction. When employees feel that they have the opportunity to advance and develop in their careers, they will be more satisfied with their jobs. Also, career development can improve employee competence and professionalism by increasing their skills and knowledge, employees will be more effective in handling complex tasks and solving challenges that arise in an ever-changing government work environment. This is in accordance with the opinion of (Mangkunegara, 2020) that one of the goals of career development is to help employees realize their potential abilities.

The studies that support this finding are (Muna, 2022 ; Rusli et al., 2018 ; Saehu, 2018) who concluded in their research that career development has a positive and significant effect on performance. Based on the results of this study, it shows that there are several indicators that play a role in supporting employee career development at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, including fair treatment in careers, concern from direct superiors, information on promotion opportunities, interest in being promoted, and level of satisfaction. Among all these indicators, the interest in being promoted by employees of the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency emerged as the highest in relation to career development. The interest in being promoted reflects the aspirations and ambitions of individuals to increase their status and responsibilities in their work. In the context of government agencies such as DPUPR, job promotion is considered a significant achievement and opens the door to greater experience and opportunities. Therefore, a high interest in being promoted indicates that employees have a strong motivation to develop their careers. Job promotions in government agencies are often associated with increased responsibility and recognition of employee contributions. Thus, interest in promotion can also be perceived as a measure of self-confidence and job satisfaction (Farhah, A., Ahiri, J., & Ilham, 2022). Employees who are interested in being promoted tend to have a desire to face new challenges and increase their contribution to the organization. In addition, a high interest in being promoted also reflects a work environment that supports career growth and development. When employees feel that the organization provides fair opportunities for advancement and development, they tend to be more motivated to pursue job promotions and perform better

(Novriansya et al., 2022) . Thus, a high interest in being promoted by DPUPR Mamuju Regency employees indicates that they have strong intrinsic motivation and aspirations to develop their careers. This, in turn, can have a positive impact on their performance, as they tend to be more motivated, committed, and actively participate in achieving their organizational goals.

The impact of high interest in being promoted on employee performance, especially on work quality indicators, is very strong because it reflects a high level of commitment and motivation from employees towards their work at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency. When employees have a strong interest in being promoted, employees are more enthusiastic about showing high work quality and outstanding performance. Interest in being promoted motivates employees to engage in their tasks more seriously. They seek opportunities to develop their skills and knowledge, and strive to achieve high work quality standards as a step towards promotion. As a result, they may be more focused on their tasks. Interest in being promoted has created an internal drive for employees to achieve outstanding results in their work. They feel a greater responsibility for the success of the organization and are motivated to give their best. This can lead to increased productivity, innovation, and creativity in their work. In addition, interest in being promoted has also formed a proactive attitude towards learning and developing new skills. Employees who are interested in being promoted are more open to constructive feedback, seek additional training, and take the initiative to improve themselves. Thus, they tend to produce higher quality work and develop professionally.

Other indicators of career development, namely fair treatment in career, concern from direct superiors, and information on promotion opportunities are also effective in supporting employee performance at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, which is reflected in various aspects of employee performance, such as quantity of work, punctuality, and effectiveness in working. Fair treatment in career is an important foundation for creating a supportive work environment. When employees feel that decisions related to promotion and career development are made fairly and transparently, they tend to be more motivated to make maximum contributions to their work. This can result in increased quantity of work, where employees are better able to complete their tasks better and more efficiently. This is in line with the opinion of Donnelly Gibson and Ivancevich in (Rivai & Sagala, 2009) who stated that performance refers to the extent of success in carrying out tasks and work and also as the ability to achieve goals as set. Concern from direct superiors also plays a key role in supporting employee performance. When direct superiors show concern for employee career development and welfare, they help build positive and trusting relationships between superiors and subordinates. This can motivate employees to work more diligently and with commitment, which in turn can improve punctuality in completing tasks and produce better work results (Priyanto et al., 2021) .

In addition, providing clear and accurate information about promotion opportunities also improves employee performance. By knowing the career paths available and the requirements needed for promotion, employees can direct their efforts more effectively. They may be more motivated to improve their skills and qualifications to match promotion requirements, which in turn can improve work effectiveness and overall work results. By considering all these factors, career development supported by fair treatment, concern from direct superiors, and information on promotion opportunities has a positive impact on the performance of DPUPR Mamuju Regency employees, reflected in increased work quantity, punctuality in completing tasks, and work effectiveness.

In the results of this study, there is a finding that the indicator that is perceived the lowest by respondents in the career development variable is the level of satisfaction. This reflects that despite efforts to provide career development opportunities to employees, they may not be satisfied with the work environment or opportunities available. This decrease in satisfaction can have a negative impact on employee performance, especially in terms of independence. When employees are

dissatisfied with the work environment or career development opportunities available, they may lose motivation or interest in taking the initiative in their work. They feel less motivated to improve their skills or achieve career goals, which in turn can reduce independence in working. Lack of satisfaction can also cause employees to be less proactive in seeking opportunities to learn and develop new skills, which can have a negative impact on their performance in the long term. In addition, low job satisfaction can also affect employee morale and motivation as a whole, which can hinder individual and team performance as a whole. Therefore, increasing job satisfaction is an important thing to prioritize in career development efforts at the DPUPR of Mamuju Regency. By increasing employee satisfaction with the work environment and career development opportunities, it can be expected that employee performance will increase, including in terms of independence in working. This shows the importance of paying attention to non-technical aspects such as job satisfaction in designing effective career development strategies.

1.4 The influence of diversity management on employee performance at the Public Works and Spatial Planning Service (DPUPR) of Mamuju Regency

The findings of the previous analysis show that there is a positive and significant influence of diversity management on employee performance at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, where better diversity management can lead to increased employee performance, and vice versa can lead to decreased employee performance when there is a decrease in diversity management. The indicators that support the relationship between the two variables are able to represent the conditions that occur at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency.

With diversity, whether in terms of ethnic background, culture, or education, agencies can accommodate various perspectives, ideas, and approaches in completing their tasks. Diversity management allows for more effective teamwork. By having a team consisting of individuals with different backgrounds, diverse ideas can be combined to achieve common goals. Involvement and acceptance of diversity also encourage innovation. By combining various perspectives, teams are more likely to find creative and efficient solutions to complex challenges. In addition, diversity management also creates an inclusive work environment, where every employee feels valued and supported, regardless of their differences in background. This can increase employee job satisfaction and motivation, which in turn can have a positive impact on overall productivity and performance. Thus, diversity management is not only an important aspect in creating a fair work environment, but also a key factor in improving the performance and achievement of organizational goals as a whole (Downey et al., 2015).

Previous studies that support this finding are (Dass & Parker, 1999; Li et al., 2021) showing that diversity management has a significant effect on performance. As the results of this study show that there are several indicators that support diversity management, including having strong leadership, the ability to assess situations well, providing training and education on diversity, the ability to change existing culture and management systems, and conducting regular diversity program evaluations. In the context of the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, strong leadership is the most dominant factor in supporting diversity management. Strong leadership plays a key role in shaping an inclusive organizational culture and integrating diversity principles into all aspects of work at DPUPR. Strong leadership is also able to communicate the importance of diversity effectively to all employees, thereby encouraging active participation and appreciation of differences (Septyarini & Pratiwi, 2020). Thus, strong leadership from the Mamuju Regency PUPR not only creates an inclusive work environment, but also provides clear direction and the support needed for employees to be able to contribute optimally according to

their respective potentials and expertise . This ultimately has an impact on improving employee performance, because employees feel appreciated, supported, and motivated to give their best in their duties.

Through strong leadership that is perceived as the highest in diversity management at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, the impact on employee performance is very strong, especially on work quality indicators. Strong leadership is able to create an inclusive work environment and build a culture where every individual feels valued and supported. In such an environment, employees tend to be more motivated to participate actively and give their best contribution. They feel a sense of ownership of their work, which in turn improves the overall quality of work. In addition, strong leadership is able to provide clear direction and provide the resources needed for employees to develop and improve their skills (Donkor & Zhou, 2020) . This allows employees to work more efficiently and effectively, producing better and higher quality work results. Thus, strong leadership in diversity management not only affects employee motivation and job satisfaction, but also directly affects the quality of work produced by them, which ultimately has an impact on the overall performance of DPUPR Mamuju Regency.

Other indicators of diversity management, such as providing diversity training and education, changing the culture and management system, and conducting diversity program evaluations, have also proven effective in supporting employee performance at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency. Diversity training and education help improve understanding and appreciation of diversity among employees. By understanding and appreciating differences, employees become more skilled in interacting effectively with their colleagues from different backgrounds, thereby improving overall team collaboration and productivity. In addition, efforts to change the culture and management system towards inclusivity also have a positive impact on employee performance. When organizational culture and management systems are designed to support diversity, employees feel more motivated and involved in achieving common goals. They feel that the organization values their contributions regardless of their background or identity, which in turn increases the quantity of work, timeliness, and effectiveness in working. Also, diversity program evaluations help DPUPR of Mamuju Regency to continuously improve and adjust their practices in managing diversity. By periodically evaluating the effectiveness of these programs, agencies can identify areas for improvement and implement necessary changes. This ensures that efforts to manage diversity continue to run well and have a positive impact on employee performance, both in terms of work quantity, punctuality, and work effectiveness.

Furthermore, from the results of this study at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, it can be seen that the indicator perceived lowest by respondents in the diversity management variable is assessing evaluation. This indicates that there are shortcomings in the diversity program evaluation process carried out by the agency. The inability to effectively evaluate diversity programs can result in a lack of understanding of the success or failure of the program, as well as a lack of knowledge about areas that need to be fixed or improved. The impact of this lowest perceived indicator is a decrease in independence in employee performance variables. Without proper evaluation of diversity programs, employees do not get the feedback needed to continue to improve their performance. They may not have a clear understanding of the expectations that must be met or areas that need to be improved. As a result, employee independence in improving their own performance can be disrupted. Therefore, it is important for DPUPR of Mamuju Regency to improve their evaluation process of diversity programs. By conducting more effective evaluations, agencies can provide meaningful feedback to employees, help them continuously improve their performance, and ensure that efforts to manage diversity have the maximum positive impact on overall performance.

1.5 The influence of public service motivation on employee performance at the Public Works and Spatial Planning Service (DPUPR) of Mamuju Regency

The findings of the previous analysis show that there is a positive and significant influence of public service motivation on employee performance at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, where better public service motivation can lead to increased employee performance, and vice versa can lead to decreased employee performance when there is a decrease in public service motivation. The indicators that support the relationship between the two variables are able to represent the conditions that occur at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency.

Public service motivation has an impact on employee performance. Employees who are motivated to provide quality services to the community are more enthusiastic in carrying out their duties. This motivation can come from various factors, ranging from awareness of the importance of their role in serving the public interest, to a sense of pride in the contribution they make to the progress of the country. The importance of public service motivation in influencing employee performance can be seen from several aspects. First, high motivation can increase employee job satisfaction. When they feel appreciated and supported in carrying out their duties, they will feel more satisfied with their work and will be more motivated to do their best. Second, public service motivation can also increase employee productivity. Motivated employees tend to be more efficient in completing their tasks because they have a strong internal drive to provide the best results (Potipiroon & Ford, 2017). They are also more likely to seek new ways to improve efficiency and effectiveness in public services. In addition, public service motivation also has an impact on the quality of services provided to the community. Employees who are motivated to provide the best service will focus more on the needs and interests of the community (Saputra, 2016). They will try to understand the problems faced by the community and try to provide the best solutions according to their duties and authorities.

Previous studies that are in line with these results are (Alfreth et al., 2021 ; SN Putri, 2017 ; Locke & Pearce, 2023; Sudiro & Putri, 2023) that public service motivation has a positive and significant effect on performance. Based on the results of this study, there are several indicators that support public service motivation, including interest in public policy making, commitment to the public interest, empathy, and self-sacrifice. Of the four indicators, it turns out that interest in public policy making is the most prominent indicator and has a significant impact on public service motivation of employees of the Public Works and Spatial Planning Service (DPUPR) of Mamuju Regency. This can be shown by the fact that public policy making activities allow employees to directly contribute to formulating solutions to problems faced by the community. This process gives employees a sense of ownership and responsibility for the policy results produced, thereby increasing their motivation to provide quality services. In addition, interest in public policy making also reflects employees' awareness of the importance of their role in designing policies that have a direct impact on public welfare, which ultimately encourages them to work better and more efficiently. Therefore, focusing on interest in public policy making at the DPUPR of Mamuju Regency is key to increasing public service motivation and in turn, contributing to improving employee performance at the agency.

By having a high interest in public policy making, which is the highest perceived aspect in public service motivation at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, its impact on employee performance is very strong on the work quality indicator. This can be explained by several things that at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, interest in public policy making shows a deep interest of employees in the policy formulation process that can have a direct impact on society (Perry, 1996). This interest often results

in more active and proactive involvement in carrying out tasks, so that the quality of their work increases. Employees with an interest in public policy making pay more attention to detail and consider various relevant aspects in the decision-making process. This increases the accuracy and quality of the decisions they make, which in turn will have a positive impact on their performance. In addition, interest in public policy making has motivated employees to develop their knowledge and skills. Thus, interest in public policy making not only increases the public service motivation of DPUPR Mamuju Regency employees, but also has a direct impact on the quality of their work. This illustrates the strong relationship between public service motivation and employee performance, where high motivation in certain aspects can have a significant impact on improving work quality and achieving organizational goals (Timpe, 2017) .

Other indicators of public service motivation, such as commitment to public interest and self-sacrifice, have also been shown to be effective in supporting employee performance at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency. Commitment to public interest shows the willingness and dedication of employees to prioritize public interests in carrying out their duties. By having a high commitment to public interest, employees tend to focus more on achieving organizational goals that aim to improve public welfare. This can be reflected in employee performance as indicated by the quantity of work, punctuality, and effectiveness in working. In addition, self-sacrifice, which includes an attitude of being willing to sacrifice for the benefit of the community or organization (Miao et al., 2019) , also contributes to improving employee performance. Employees who are willing to sacrifice time, energy, and other resources to achieve organizational goals or public interests tend to show high dedication in carrying out their duties. This can be reflected in employee performance that is consistent, timely, and effective in completing their work. Thus, public service motivation driven by commitment to public interest and self-sacrifice provides additional encouragement for DPUPR Mamuju Regency employees to improve their performance. In this context, employee performance is not only measured by the quantity of work produced, but also by the timeliness of completing tasks and effectiveness in achieving organizational goals that are oriented towards the public interest.

In the results of this study, the indicator that was perceived the lowest by respondents in the public service motivation variable was empathy. This condition indicates that there are challenges in developing empathy among Mamuju DPUPR employees. Low empathy can hinder employees' ability to understand and feel the feelings and needs of the community being served, which in turn can affect the interaction and services provided to the community. The impact of this lack of empathy can also be seen in the decline in employee work independence. Because empathy is key to understanding the perspective and needs of the community, a lack of empathy can result in a lack of initiative and independence in dealing with problems faced by the community. This can slow down the decision-making process, increase dependence on specific instructions or directions, and reduce flexibility in completing tasks effectively. Therefore, it is important for Mamuju Regency DPUPR to pay attention to and address this lack of empathy in order to improve public service motivation and overall employee performance. Steps to improve empathy can include communication and interpersonal skills training, promoting awareness of the importance of empathy in public services, and creating a work environment that supports the development and application of empathy in daily interactions with the community. Thus, these efforts are expected to help improve public service motivation and overall employee performance at the DPUPR of Mamuju Regency.

1.6 The influence of career development on performance through public service motivation of employees at the Public Works and Spatial Planning Service (DPUPR) of Mamuju Regency

Based on the results of the indirect influence analysis conducted through the Sobel test, significant results were obtained on the influence of career development on employee performance through public service motivation at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, where public service motivation can mediate quite well the relationship between career development variables and employee performance so that career development can support increasing employee public service motivation before improving their performance.

Career development in a government agency plays an important role in increasing public service motivation and improving employee performance. One way career development can foster motivation is through improving skills and knowledge. By providing opportunities to take part in training, courses, or other development programs (Siagian, 2019), employees have the opportunity to broaden their horizons in areas related to public service and government administration. This not only improves their competence, but also provides a sense of achievement and personal satisfaction that can increase their motivation. In addition, career development also creates a path for advancement and promotion in the organizational hierarchy. When employees feel that there is a real opportunity to advance their careers, they tend to be more motivated to perform well and contribute optimally. This is because they have a clear goal to strive for, which can increase their sense of responsibility and dedication to their work. Furthermore, career development can strengthen the bond between employees and government agencies, by providing support and investment in employee career development, government agencies demonstrate their commitment to the welfare and advancement of their staff (Ambarwati & Baehaqi, 2019). This creates a strong emotional bond between employees and the organization, which in turn can increase their motivation and dedication to providing quality public services.

Based on the results of this study, it was found that public service motivation plays a role as an intervening variable that mediates the relationship between career development and employee performance at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, meaning that effective career development can increase employee public service motivation, which in turn improves their performance in providing services to the community. This finding suggests that when employees feel supported in their career development, they tend to have higher motivation to provide quality public services. This creates a work environment that promotes job satisfaction and dedication to their tasks, which ultimately improves overall performance (Putri, 2017). Therefore, it is important for government agencies such as DPUPR of Mamuju Regency to pay attention to and support both career development and public service motivation as an integral part of their human resource management strategy.

Although public service motivation has been proven to be a significant mediator between career development and employee performance in the results of this study, the direct influence of career development on employee performance is still greater than the indirect influence through public service motivation. This is due to several factors, namely career development at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency can provide a more measurable direct impact on employee performance through increased skills, knowledge, and competencies obtained through training and new experiences. Although public service motivation can improve employee performance at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, its influence may be more indirect and difficult to measure directly, because it involves complex psychological and emotional factors. In addition, certain contextual and situational factors in the work environment of the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency may also affect the results, such as human resource management policies, organizational culture, and support from leaders can affect the extent to which career development and public service motivation contribute to employee performance. Therefore, although public service motivation has an important role as a mediator, career development still has a significant direct impact on employee performance. Thus, although public service motivation plays an important role

in bridging the relationship between career development and employee performance, the direct influence of career development on employee performance is still greater. Therefore, it is important for the Mamuju Regency PUPR to continue to pay attention to employee career development as a primary strategy to improve performance, while continuing to support public service motivation as a supporting factor in achieving these goals.

The direct influence in the findings of this study is still greater than the indirect influence. Employees of the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency showed very good performance when their career development was considered, that career development provides incentives for employees to continue to improve the quality of their work because they have clear targets to achieve in achieving higher positions or greater responsibilities and this encourages them to learn and develop new skills needed in their jobs. Career development tends to provide a clear structure in improving employee competency and qualifications. By having a well-defined career path, employees can plan concrete steps to achieve their career goals. In addition, factors such as inadequate incentive policies or lack of recognition of employee contributions to public service can also reduce the impact of public service motivation on their performance. Therefore, public service motivation is an important aspect of employee performance in the public sector, but career development has a stronger influence because it provides clear direction and concrete incentives for employees to improve their performance.

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1.7 The influence of diversity management on performance through public service motivation of employees at the Public Works and Spatial Planning Service (DPUPR) of Mamuju Regency

Based on the results of the indirect influence analysis conducted through the Sobel test, significant results were obtained on the influence of diversity management on employee performance through public service motivation at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency, where public service motivation can mediate quite well the relationship between diversity management variables and employee performance so that diversity management can support increasing employee public service motivation before improving their performance.

Effective diversity management in a government agency can be the key to increasing public service motivation and supporting improved performance. That diversity does not only include demographic aspects such as ethnicity, religion, or cultural background, but also diversity in terms of thinking, experience, and approach to work. In the context of diversity management, it is important for leaders to build an organizational culture where every individual feels supported (Solikin, 2019; Wahyuni, 2015). This can be done through policies that support fairness, equality, and appreciation for the contributions of each team member, regardless of their differences. Thus, employees feel accepted and recognized, which can increase their sense of belonging to the organization and their motivation to provide quality public services. Furthermore, diversity management also involves recognizing and managing conflicts that may arise due to these differences. Effective leaders must be able to manage conflict constructively, facilitate open dialogue, and promote mutual understanding between team members. By dealing with conflict wisely, employees will feel more comfortable and focused on their tasks, which in turn will improve their performance. In addition, diversity management also involves providing fair and equal opportunities for all employees to develop and advance in their careers. This can be done through training and development programs that address individual needs and aspirations, regardless of their differences. When employees feel that they have equal opportunities to grow and develop, their

motivation to do their best will be increased, which will ultimately improve their performance in providing public services (Priansa, 2017) .

The results of this study indicate that public service motivation plays an important role as an intervening variable that mediates the relationship between diversity management and employee performance at the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency. In other words, effective diversity management at DPUPR Mamuju Regency has an impact on employee public service motivation, which in turn improves their performance in providing public services. These findings suggest that efforts to build an inclusive and supportive organizational culture that takes into account individual differences can trigger employee intrinsic motivation to provide better services to the community. Thus, improving overall employee performance can be achieved through a holistic approach to diversity management, taking into account the important role of public service motivation as a key driver in the process (de Gennaro, 2019; Ugaddan & Park, 2017) .

In this study, there are interesting findings regarding why the direct influence of diversity management on employee performance is still greater than the indirect influence through public service motivation. When looking at the performance of employees of the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency by considering employee diversity, their performance tends to be very good. This is for several reasons, namely employee diversity brings a variety of skills and experiences, which collectively can improve the team's ability to overcome various challenges and work complexities. With this diversity, the team has wider resources to produce innovative and effective solutions. Although public service motivation is considered an important factor in improving employee performance in the public sector, there are situations where this factor does not have much influence in this study. This is because public service motivation often cannot be measured objectively and can vary between individuals. Some employees may have high intrinsic motivation to provide good public service, but others may be less motivated by this factor.

However, it is important to acknowledge that public service motivation still plays an important role as a link between diversity management and employee performance. Although the direct influence of diversity management on employee performance is greater, the contribution of public service motivation in improving performance should not be ignored. This finding shows the complexity of the relationship between diversity management, motivation, and employee performance, which requires a holistic approach in human resource management in government agencies such as the DPUPR of Mamuju Regency.

4 Conclusions

Public service motivation is identified as an intervening variable that has a crucial role in improving employee performance, this shows that focusing on developing public service motivation can be an effective solution for agencies, especially the Public Works and Spatial Planning Agency (DPUPR) of Mamuju Regency to improve the performance of its employees. Through efforts aimed at improving public service motivation, such as training, coaching, and appropriate incentives, it is expected that employees will be more motivated to provide quality services to the community, which in turn will have a positive impact on the overall performance of the DPUPR of Mamuju Regency. Thus, this study provides clear direction for policy makers and management in the agency to implement strategies that are more focused on improving public service motivation in order to achieve the goal of improving employee performance effectively.

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