

The influence of competence, career development, organizational commitment and job satisfaction on employee performance at the Food Crops and Livestock Service Office of Southeast Sulawesi Province

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Abstract— This study aims to determine and analyze the effect of competence, career development, organizational commitment, and job satisfaction on employee performance at the Food Crops and Livestock Service Office of Southeast Sulawesi Province. The sample in this study were some of the employees at the Department of Food Crops and Livestock Service Office of Southeast Sulawesi Province, amounting to 80 people. This study uses multiple linear regression analysis.

The results showed that: (1) Competence, career development, organizational commitment, and job satisfaction had a positive and significant effect on employee performance. (2) Competence has a positive and significant effect on employee performance. (3) Career development has a positive and significant effect on employee performance. (4) Organizational commitment has a positive and significant effect on employee performance. (5) Job satisfaction has a positive and significant effect on employee performance.

Index Terms— Competence, Career Development, Organizational Commitment, Job Satisfaction and Employee Performance.

1 INTRODUCTION

Human resources in an organization include all personnel involved in activities. In an organization, there needs to be a manager who manages existing human resources to achieve organizational goals. Mathis and Jackson define human resource management in Fitri (2019) as the design of a formal system within an organization to ensure the effective and efficient use of talent to achieve organizational goals. The task of human resource management is to manage the elements of people well to get a workforce that is satisfied with their work.

According to (Rivai, 2015), performance is a real behavior that is displayed by everyone as work performance is produced by employees by their role in the company. Another opinion explains that performance is a comparison between the output (output) achieved with the input (input) given. In addition, performance is also the result of the efficiency of input management and the effectiveness of achieving targets (Agustini, 2011). Performance is something that is obtained both in quality and quantity that is achieved by an employee to carry out his duties by the responsibilities assigned (Mangkunegara, 2013).

To achieve the expected performance, the most important thing is to identify the factors that play a role in determining the performance. According to (Rivai, et al., 2008) that the factors that influence performance are expectations regarding rewards, encouragement, abilities (competencies), needs and traits, perceptions of tasks (internal and external rewards) and perceptions of the level of rewards, and job satisfaction.

Based on the results of the initial observations that the authors made, data obtained that competence, career development, organizational commitment, job satisfaction, and employee performance at the Food Crops and Livestock Service Office of Southeast Sulawesi Province were not fully as expected. It can be identified that the low performance of employees is due to the existence of services that take a very long time because the leadership does not provide delegation to their subordinates causing employees to lack initiative when carrying out services, there are still employees in providing services to the community with less polite communication, less flexible employees in carrying out services due to lack of training and lack of education possessed by employees in carrying out services.

This research is also motivated by the development of several previous studies regarding the effect of competence on employee performance. Research results from Rahmah et al (2020); Pangestuti (2019); Bintaria (2018); Kurniawan (2017); Renyut et al, (2017); Silen (2016); and Wirotomo and Pasaribu (2015) in their research concluded that competence has a significant positive effect on performance. However, his research in other studies such as that conducted by Dhermawan (2012); Fu'ad (2016); and Solaiman (2019) showed that competence had no significant effect on performance.

2. LITERATURE REVIEW

2.1. Human Resource Management Concept

According to Hasibuan's (2017: 10) definition of human resource management, human resource management is the science and art of managing employee relationships and roles to help achieve company, employee, and community goals effectively and efficiently.

Simamora quoted by Sutrisno (2017: 5), human resource management is the empowerment, development, evaluation, compensation, and management of individual members of an organization or group of workers. Rivai in Suwatno and Priansa (2016: 29), human resource management is one area of overall management that includes planning, organizing, implementing, and controlling. This process includes the functions of production, marketing, finance, and employment.

Mangkunegara (2017: 2), human resource management is planning, organizing, coordinating, implementing, and supervising procurement, development, compensation, integration, maintenance, and division of labor to achieve organizational goals.

2.2. Competency Concept

Wibowo (2016: 271) argues that competence is the ability to carry out or perform a job and task based on skills and knowledge and supported by the work attitude required by the job. Marwansyah (2016: 36) argues that competence is a guide to knowledge, skills, attitudes, and other personal characteristics needed to achieve success in a job, which can be measured using agreed standards, and which can be improved through training and development.

Spencer in Fitri (2019) suggests that competence is a basic characteristic of a person and is related to the role of personal performance in work. Competence is a deep type of personality that is inherent in a person and can be used in various situations and jobs. Predicted behavior in tasks. Competence is also a factor that causes or predicts behavior and performance. Competence also predicts favorable and unfavorable attitudes, which can be measured by the standards used.

2.3. Career Development Concept

A career is a position or series of positions held during work life, career is a sequence of promotions or transfers to a higher position or or a better work location in the organizational hierarchy during one's working life.

Marwansyah (2015: 170) expressed two opinions about careers, namely the first career is a series of positions held by em-

ployees during their life which is called an objective career. While the second opinion, career is a change in values, attitudes, and motivations that occur along with increasing age which is called a subjective career. Both of these opinions focus on the individual. Both opinions also assume that employees have control over their destiny, so employees must take advantage of opportunities to maximize the success and satisfaction of their careers. According to Rivai and Sagala (2016: 266), a career is all the work that is owned or carried out by an individual during his lifetime.

Based on the various definitions above, it can be concluded that a career is a series of positions held by an employee in his work-life history. Employees need career development in the course of their work lives.

2.4. Organizational Commitment Concept

Organizational commitment is a form of psychological condition that characterizes the relationship between employees and the organization or means that it affects whether employees will stay in the organization, the effect is divided into three parts, namely emotional commitment, ongoing commitment, and normative commitment (Zurnali C. 2010: 127).

Organizational commitment according to Luthans in Tamrin (2020) is a strong desire to remain a member of an organization, a desire to work hard by the wishes of the organization, certain beliefs, and acceptance of organizational values and goals. In other words, it is an attitude that reflects the loyalty of employees to the organization and its sustainability processes, as well as the concern of members of the organization for the organization and its success and continuous progress. According to Mathis and Jackson in Tamrin (2020) organizational commitment is the extent to which employees believe and accept organizational goals and desire to remain in the organization.

2.5. Job Satisfaction Concept

Robbins (2015: 170) states that job satisfaction is a general attitude towards one's work as the difference between the number of rewards that workers receive and the number of rewards that are believed to be received. Job satisfaction is an important thing that individuals have in their work. Each worker has different characteristics, so the level of job satisfaction is also different and the level of job satisfaction can have an unequal impact. According to Lawler (in Robbins, 2015: 180), the measure of satisfaction is based on the reality that is faced and accepted as compensation for the effort and energy given. Job satisfaction depends on the suitability or balance between expectations and reality. Priansa (2014:291) job satisfaction is an employee's feeling towards his job, whether he is happy / like it or not happy / dislike it as a result of employee interaction with his work environment or as a perception of mental attitude, as well as the result of an employee's assessment of his work. Employees' feelings towards their work reflect their attitudes and behavior at work.

Kreitner and Kinicki (2010) suggest that job satisfaction is an emotional response to all aspects of one's work. This definition shows that (job satisfaction) is not a single concept. A person can be relatively satisfied with one aspect of the job but dissatisfied with one or more other aspects. Hasibuan (2012) suggests

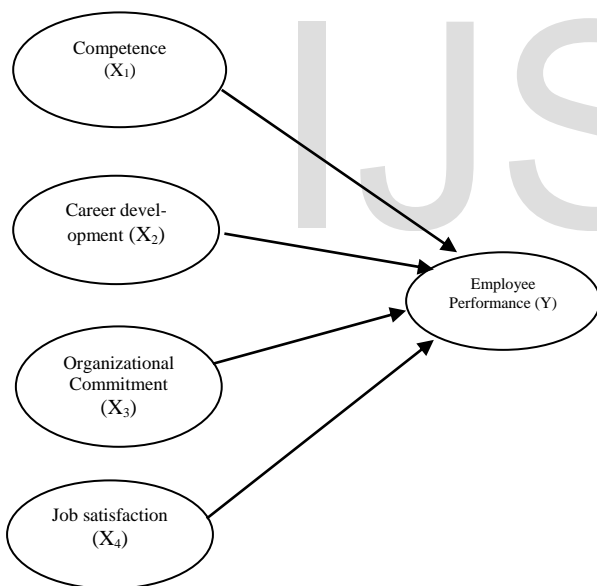
that job satisfaction is a pleasant behavior and loves his job. This attitude is reflected in the spirit of work, discipline, and work performance. Job satisfaction is enjoyed in work, external work, and a combination of internal and external work. Neog and Barua (2014) job satisfaction is a combination of positive and negative emotions of workers about work.

3. CONCEPTUAL FRAMEWORK AND HYPOTHESES

3.1 Conceptual Framework

Based on the understanding and theories put forward in the literature review, a conceptual framework can be developed that will examine several variables, namely the competence variable (X1), career development (X2), organizational commitment (X3), job satisfaction (X4), and other variables. employee performance (Y). This study will examine and analyze the effect of competence, career development, organizational commitment, and job satisfaction on employee performance at the Food Crops and Livestock Service Office of Southeast Sulawesi Province. The framework for thinking in this study is built based on the problem and study objectives, theoretical and empirical studies as the basis for formulating hypotheses.

Based on the framework of the flow of thought above, the researchers compiled a conceptual framework in this study as presented below:



3.2 Research Hypotheses

Based on the problem formulation and literature review based on the research framework that has been put forward, the hypothesis of this research is as follows:

1. Competence, career development, organizational commitment, and job satisfaction have a positive and significant impact on employee performance.
2. Competence has a positive and significant effect on employee performance.
3. Career development has a positive and significant effect on employee performance.
4. Organizational commitment has a positive and significant effect on employee performance.

5. Job satisfaction has a positive and significant effect on employee performance.

4. RESEARCH METHOD

Research sites

The research location is at the Department of Food Crops and Livestock of Southeast Sulawesi Province, which is located at Pertanian Street No. 3 Kendari City, Southeast Sulawesi.

Research Population and Respondents

According to Sugiyono (2017: 80) population is an area of generalization of objects that have certain qualities and characteristics set by researchers to be studied and then drawn conclusions. The population in this study were all employees at the Department of the Food Crops and Livestock Service of Southeast Sulawesi Province, totaling 385 employees.

Research Respondents

Given the large population in this study and also limited time and cost, in this study the sample size was determined using the Slovin formula (Husein Umar, 2000:108) with an error rate of 10% with the following calculation form:

$$n = \frac{N}{Ne^2 + 1}$$

Where :

n : Sample Size

N : Population Size

e : Tolerable Error Rate is 10%

So based on the above calculations, the researchers considered drawing a sample of 80 respondents. Determination of the sample of this study using stratified random sampling technique.

Data Collection Techniques

The techniques used in collecting data in this study are as follows:

- a. A questionnaire; is data collection by submitting a list of questions or statements to employees at the Food Crops and Livestock Service Office of Southeast Sulawesi Province. The seriousness of respondents in answering questions or statements is important, considering that this data collection was carried out by questionnaires and it is hoped that the data obtained can be analyzed and interpreted to conclude.
- b. Documentation, namely collecting documents related to competence, career development, organizational commitment, job satisfaction and employee performance. This documentation was collected both from the Department of Food Crops and Livestock Service of Southeast Sulawesi Province and from respondents.

Data Analysis Techniques

This study uses two kinds of analysis, descriptive statistical analysis and inferential statistical analysis of the data obtained in the field. Descriptive analysis is used to describe in more

depth each research variable. While quantitative techniques are used to see the strength of the influence between independent variables and the dependent variable, namely by analyzing the data that has been scored according to the measurement scale that has been determined through multiple linear regression analysis using Microsoft Excel and SPSS software.

Descriptive Statistical Analysis

Descriptive variable research aims to describe the variables (competence, career development, organizational commitment, job satisfaction and employee performance) based on respondents' perceptions so that information can be obtained about the condition of the variables in which assessment conditions. The statistical formula used is:

$$C = \frac{X_n - X_1}{k}$$

Information:

c = Estimated Class Size (Class Size)

k = Number of Class

X_n = Largest Observation Value

X₁ = Least Observation Value

Source: Supranto (2009:64)

Multiple Linear Regression Analysis

The analytical method used is inferential statistical analysis method with multiple linear regression model, with multiple linear regression formula as follows:

$$Y = 0 + 1X_1 + 2X_2 + \dots + nX_n + e \text{ (Supranto, 2009)}$$

Where :

Y = Dependent variable

0 = Constant

X₁,...,X_n = Independent i-th variable (i = 1,2,3,...,n)

1,...,β_n = Regression coefficient of each variable X₁ (i = 1, 2, 3 ..., n)

e = Error factor/ error rate

Hypothesis testing

The F-test shows whether all the independent variables included in the model have a joint effect on the dependent variable (Ghozali, 2005:84). In this study, simultaneous hypothesis testing is intended to measure the influence of the independent variables, namely competence, career development, organizational commitment, and job satisfaction on employee performance as the dependent variable. The basis for decision making (Ghozali, 2005:84), namely:

1. If the probability of significance is > 0.05, then H₀ is accepted and H₁ is rejected.
2. If the significance probability number is < 0.05, then H₀ is rejected and H₁ is accepted.

The t-test shows how far the influence of one independent variable individually in explaining the variation of the dependent variable (Ghozali, 2005:84). This test aims to examine the effect of independent variables (competence, career development, organizational commitment, and job satisfaction) on the dependent variable (employee performance) separately or par-

tially. The basis for decision making (Ghozali, 2005:85), namely:

1. If the probability of significance is > 0.05, then H₀ is accepted and H₁ is rejected.
2. If the significance probability number is < 0.05, then H₀ is rejected and H₁ is accepted.

Coefficient of Determination Test (R Square) and Correlation Coefficient (R)

T According to Ghozali (2012: 97) the coefficient of determination (R²) is a tool to measure how far the model's ability to explain the variation of the dependent variable. The value of the coefficient of determination is between zero or one. A small value of R² means that the ability of the independent variables in explaining the variation of the dependent variable is very limited. And vice versa, if the value is close to 1, it means that the independent variables provide almost all the information needed to predict the dependent variables.

5. RESEARCH RESULTS AND DISCUSSION

5.1 Research Results

Research Instrument Validity Test

Testing the validity, the instrument is tested by calculating the correlation coefficient between the item scores and the total score. The instrument is said to be valid having a correlation significance value of α of 95% or α = 0.05. (Santoso, 2002). The validity test is carried out using the product-moment correlation coefficient with consumer criteria which is said to be valid if the value of r 0.30 (cut of point) with a significant degree of = 0.05 (Sugiyono, 2012). The results of the instrument validity test can be seen in table 1. below.

Table 1. Instrument Validity Test Results at the Level α = 0.05

Indicator Items	r-value	Status	Indicator Items	r-value	Status
X _{1.1.1}	0,921**	Valid	X _{4.2.2}	0,826**	Valid
X _{1.1.2}	0,917**	Valid	X _{4.3.1}	0,798**	Valid
X _{1.2.1}	0,948**	Valid	X _{4.3.2}	0,671**	Valid
X _{1.2.2}	0,932**	Valid	X _{4.4.1}	0,840**	Valid
X _{1.3.1}	0,911**	Valid	X _{4.4.2}	0,834**	Valid
X _{1.3.2}	0,883**	Valid	X _{4.5.1}	0,768**	Valid
X _{2.1.1}	0,856**	Valid	X _{4.5.2}	0,793**	Valid
X _{2.1.2}	0,803**	Valid	Y _{1.1.1}	0,831**	Valid
X _{2.2.1}	0,795**	Valid	Y _{1.1.2}	0,846**	Valid
X _{2.2.2}	0,789**	Valid	Y _{1.2.1}	0,825**	Valid
X _{2.3.1}	0,694**	Valid	Y _{1.2.2}	0,831**	Valid
X _{2.3.2}	0,766**	Valid	Y _{1.3.1}	0,888**	Valid
X _{2.4.1}	0,867**	Valid	Y _{1.3.2}	0,834**	Valid
X _{2.4.2}	0,841**	Valid	Y _{1.4.1}	0,911**	Valid
X _{2.5.1}	0,871**	Valid	Y _{1.4.2}	0,846**	Valid
X _{2.5.2}	0,866**	Valid	Y _{1.5.1}	0,871**	Valid
X _{3.1.1}	0,875**	Valid	Y _{1.5.2}	0,874**	Valid
X _{3.1.2}	0,855**	Valid	Y _{1.6.1}	0,870**	Valid
X _{3.2.1}	0,871**	Valid	Y _{1.6.2}	0,867**	Valid
X _{3.2.2}	0,891**	Valid	Y _{1.7.1}	0,843**	Valid
X _{3.3.1}	0,772**	Valid	Y _{1.7.2}	0,897**	Valid
X _{3.3.2}	0,903**	Valid	Y _{1.8.1}	0,800**	Valid
X _{4.1.1}	0,882**	Valid	Y _{1.8.2}	0,886**	Valid
X _{4.1.2}	0,876**	Valid	Y _{1.9.1}	0,803**	Valid
X _{4.2.1}	0,853**	Valid	Y _{1.9.2}	0,842**	Valid

Source: Primary Data Processed in 2021

Based on table 1. it shows that all indicator items that measure each variable produce a validity coefficient of more than 0.30 ($r > 0.30$). Thus, it can be stated that the data collection instrument used in this study is valid.

Research Instrument Reliability Test

Reliability test is the extent to which the measurement results using the same object will produce the same data (Sugiyono, 2012:177). If the correlation is 0.60, it is said that the item provides a sufficient level of reliability, on the contrary, if the correlation value is below 0.60, it is said that the item is less reliable. The results of the instrument reliability test can be seen in table 2. below.

Table 2. Instrument Reliability Test Results at the Level $\alpha = 0.05$

Variable	Cronbac'h Alpha	Information
Competence	0,817	Reliable
Career development	0,784	Reliable
Organizational Commitment	0,809	Reliable
Job satisfaction	0,783	Reliable
Employee Performance	0,771	Reliable

Source: Primary Data Processed in 2021

Based on table 2. it can be concluded that all indicator items used to measure each variable have a coefficient value greater than 0.60. Therefore, the instrument used in collecting data can be declared reliable at the 95% confidence level or $\alpha = 0.05$.

Results of Hypothesis Analysis and Testing Multiple Linear Regression Equation

To prove the research hypothesis proposed in this study, the multiple linear regression method was used with the following analysis results:

Table 3. Results of Multiple Linear Regression Analysis

Independent Variable (X)	Regression Coefficient	Significance	Information
Competence (X ₁)	0,787	0,000	Significance
Career development (X ₂)	0,942	0,000	Significance
Organizational Commitment (X ₃)	0,622	0,022	Significance
Job satisfaction (X ₄)	0,785	0,000	Significance
R Square	= 0,910		
R	= 0,954		N = 80
Significance	= 0,000		$\alpha = 0,05$
Standar error	= 4,976		

Source: Primary Data Processed in 2021

Based on the calculation results as shown in table 3, the regression model generated as an explanatory model for the influence of competence, career development, organizational commitment and job satisfaction on employee performance at the Food Crops and Livestock Service Office of Southeast Sulawesi Province can be stated as follows:

$$Y = 0,787 X_1 + 0,942 X_2 + 0,622 X_3 + 0,785 X_4 + 4,976$$

Hypothesis test

F-test

The first hypothesis proposed in this study is: competence, career development, organizational commitment, and job satisfaction have a positive and significant effect on employee performance at the Department of Food Crops and Livestock Service Office of Southeast Sulawesi Province. To prove this hypothesis using simultaneous regression testing using a significance value of 0.000 which means it is smaller than the value of $= 0.05$.

t-test

Based on the results of multiple regression analysis, the results of the partial test are obtained as follows:

1. Proving the second hypothesis using partial regression testing using a significance value of 0.000 which means it is smaller than the value of $= 0.05$. Therefore, partially the competence variable has a positive and significant effect on employee performance. On this basis, the second hypothesis previously proposed can be accepted because it is proven true.
2. Proving the third hypothesis using partial regression testing using a significance value of 0.000 which means it is smaller than the value of $= 0.05$. On this basis, the third hypothesis proposed previously can be accepted because it is proven true.
3. Proving the fourth hypothesis using partial regression testing using a significance value of 0.022 which means it is smaller than the value of $= 0.05$. On this basis, the fourth hypothesis proposed previously can be accepted because it is proven true.
4. Proving the fifth hypothesis using partial regression testing using a significance value of 0.000 which means it is smaller than the value of $= 0.05$. On this basis, the fifth hypothesis that was previously proposed can be accepted because it is proven true.

Coefficient of Determination (R Square)

Based on the results of the calculation of the coefficient of determination obtained by 0.910, this means that the contribution of competence, career development, organizational commitment, and job satisfaction to the performance of employees at the Food Crops and Livestock Service Office of Southeast Sulawesi Province is 91.0%. The rest, which is 9.0%, is explained by other variables that are not included in this research model.

5.2 Discussion

The Influence of Competence, Career Development, Organizational Commitment and Job Satisfaction on Employee Performance

Based on the results of data analysis in this study, the regression coefficient value was obtained which showed a positive and significant influence between competence, career development, organizational commitment, and job satisfaction on employee performance at the Food Crops and Livestock Service Office of Southeast Sulawesi Province. This shows that competence, career development, organizational commitment, and job

satisfaction will be able to improve employee performance with a regression coefficient of 0.910.

The results of this study are in line with the opinion expressed by Setyowati in Fitriana (2019) which states that the competencies possessed by individual employees must be able to support and encourage the achievement of organizational goals through support for implementing organizational strategies and be able to contribute and support any changes made by management.

The results of this study are in line with the opinion expressed by Lawer in Suprihanto et al. in Aras (2018) explains that the satisfaction function of the award (reward) which shows the relationship between the amount of the award obtained and the amount of the award that should be obtained. Furthermore, according to Fletcher and Jones in Aras (2018) that work commitment indicates employee satisfaction with his career profile in the organization and the desire to continue working for the organization.

The Effect of Competence on Employee Performance

The results of data analysis in this study obtained a regression coefficient value which shows a positive and significant influence between competence on employee performance at the Food Crops and Livestock Service Office of Southeast Sulawesi Province. Competence is a several of key behaviors needed to carry out a role in producing satisfactory employee performance. This behavior is usually required consistently by employees who carry out work activities. Competency-based human resource development is carried out to provide appropriate results based on the goals and objectives of the organization with established performance standards.

The results of this study are also in line with the results of previous studies which concluded that competence has a positive and significant effect on employee performance. Based on research conducted by Fitri (2019) resulted in research that competence can create high productivity, which means that competence has a significant effect on employee performance. Emmanuel (2012) shows that competence has a positive effect on employee performance. Research conducted by Sofyan (2013: 23), the results of this study indicates that there is a significant influence between competence on employee performance.

The Effect of Career Development on Employee Performance

The results of data analysis in this study obtained the value of the regression coefficient which shows a positive and significant influence between career development on employee performance at the Food Crops and Livestock Service Office of Southeast Sulawesi Province.

The results of this study support Abdul Hameed, et al in Yunus (2019) who said that the success or failure of an organization depends on employee performance, therefore the local government in this case the leadership at the Food Crops and Livestock Service Office of Southeast Sulawesi Province gives a positive response by being fair. for employees to develop their careers. The results of this study are in line with previous research conducted by Wicaksono (2010) which stated that there was a significant influence of career development on employee performance. Based on this premise, the researcher concludes

that career development has a positive and significant impact on employee performance at the Food Crops and Livestock Service Office of Southeast Sulawesi Province.

The Effect of Organizational Commitment on Employee Performance

Based on the results of data analysis in this study, the regression coefficient value was obtained which showed a positive and significant influence between organizational commitment and employee performance at the Food Crops and Livestock Service Office of Southeast Sulawesi Province.

The results of this study are in line with the opinion expressed by Zurnali C (2010: 127) which suggests that organizational commitment is a form of psychological condition that characterizes the relationship between employees and the organization or means that it affects whether employees will stay in the organization, the effect is divided into three parts. namely emotional commitment, continuance commitment, and normative commitment.

In addition, the results of this study are in line with the opinion expressed by Luthans in Tamrin (2020) which states that organizational commitment is a strong desire to remain a member of an organization, a desire to work hard by the wishes of the organization, certain beliefs, and acceptance of values. and organizational goals. In other words, it is an attitude that reflects the loyalty of employees to the organization and its sustainability processes, as well as the concern of members of the organization for the organization and its success and continuous progress.

The Effect of Job Satisfaction on Employee Performance

Based on the results of data analysis in this study, the regression coefficient value was obtained which showed the effect of satisfaction on employee performance at the Food Crops and Livestock Service Office of Southeast Sulawesi Province which was positive.

The results of this study are in line with the opinion expressed by Hasibuan in Pradana (2018) which states that job satisfaction is an "emotional attitude that is pleasant and loves one's work. This attitude will have an impact on work morale, discipline, and work performance. In an organization, job satisfaction felt by each individual at work is important, it is related to what they do and the results of what they have done.

The results of this study are in line with the opinion expressed by Lawer in Suprihanto et al. in Aras (2018) explains that the satisfaction function of the award (reward) which shows the relationship between the amount of the award obtained and the amount of the award that should be obtained. This research is also supported by the results of previous research conducted by Juniantara (2015), Damayanti, Hanafi, and Cahyadi (2018) and Adha, Wandu, and Susanto (2019) which concluded that job satisfaction affects employee performance.

Research Limitations

The researcher realizes that the implementation of this research cannot be separated from the limitations experienced, in addition to the limitations of time and cost, namely:

1. This study uses a questionnaire so that sometimes the

answers given by respondents do not show the real situation because they are not supported by in-depth interviews.

2. The data obtained are direct answers from research respondents, so that the acquisition of data in this study is strongly influenced by the perception and honesty of respondents in providing answers to the statements given in the questionnaire.

6. Conclusions and Suggestions

6.1 Conclusion

Based on the research findings, problem formulation, research objectives, research hypotheses, results of data analysis, and discussion of research results, the conclusions of this study can be stated as follows:

1. Competence, career development, organizational commitment, and job satisfaction have a positive and significant impact on employee performance.
2. Competence has a positive and significant effect on employee performance.
3. Career development has a positive and significant effect on employee performance.
4. Organizational commitment has a positive and significant effect on employee performance.
5. Job satisfaction has a positive and significant effect on employee performance.

6.2 Suggestions

Based on the results of data analysis, discussion, and conclusions of this study, suggestions that can be put forward are:

1. For the Department of Food Crops and Livestock of Southeast Sulawesi Province, it is recommended that they continue to improve competence, career development, organizational commitment, job satisfaction, and employee performance with a leadership strategy that should increase the level of employee knowledge by the field of work they are involved in. employees and care and are involved in planning and career development, leaders try to be fair to provide equal opportunities to all employees to advance to positions or groups, leaders provide clear directions to employees in providing jobs and leaders increase employee knowledge about how to provide the best service for the community.
2. For further researchers, it is recommended that in conducting similar research to use a questionnaire as well as conduct in-depth interviews related to the variables used so that the respondents' answers are under the actual situation.

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