



RESEARCH ARTICLE

The Influence Of Career Development And Work Environment On Employee Performance Through Work Motivation At The Deputy Work Unit For Legal And Cooperation Affairs Of The BNN

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Abstract

This study aims to: 1) examine and analyze the influence of career development and work environment on employee performance, 2) examine and analyze the influence of career development and work environment on work motivation, 3) examine and analyze the influence of work motivation on employee performance, 4) examine and analyze the influence of career development on employee performance through work motivation, and 5) examine and analyze the influence of the work environment on employee performance through work motivation. The research was conducted at the Legal Affairs and Cooperation Unit of BNN, with a sample size of 60 respondents. The sample collection technique used a questionnaire. The data analysis method employed descriptive and path analysis. The research results show that: 1) career development and work environment influence employee performance, 2) career development and work environment influence work motivation, 3) work motivation influences employee performance, 4) career development does not influence employee performance through work motivation, and 5) the work environment does not influence employee performance through work motivation. The work motivation variable cannot mediate the effect of career development and work environment on improving employee performance.

Keywords

Career Development; Work Environment; Work Motivation; Employee Performance.

1 | INTRODUCTION

In this modern era, employee performance has become one of the key factors in achieving organizational goals, particularly in government agencies like the Deputy Work Unit (Satker) of Legal Affairs and Cooperation at the National Narcotics Agency (BNN). Optimal performance directly impacts operational efficiency and the quality of public services. One of the most important methods for measuring the effectiveness of organizations, especially in government, is through evaluating the performance of its employees. Widjaja (2021) states that employee performance is a standard used by companies to assess the work of their employees. Employees who perform in accordance with or exceed the standard may be rewarded, whereas those who fail to meet the standards may face consequences.

At the BNN's Deputy Legal Affairs and Cooperation Work Unit, employee performance plays a vital role in supporting the execution of the BNN's core tasks, namely the Prevention, Eradication, and Abuse of Narcotics and Narcotics Trafficking (P4GN). The Deputy Legal Affairs and Cooperation Division at BNN plays a strategic role in the formulation of regulations, national and international work coordination, as well as providing legal assistance in the P4GN field. Thus, the success of the Deputy Legal Affairs and Cooperation Division at BNN in fulfilling its functions and responsibilities greatly depends on the quality and performance of the employees involved. Formally, the achievements of the Deputy's RKT (Work Plan) are categorized as "Very Satisfying," yet this does not entirely reflect the pressures and demands placed on employees, nor does it fully represent ideal and sustainable performance quality. Performance evaluations for civil servants in Indonesia are conducted in accordance with regulatory provisions that govern the civil servant performance management system. One of the main tools for performance evaluation is the Employee Performance Target (SKP), which serves as a tool for planning, implementing, and evaluating employee performance over a specific period.

From a legal perspective, the performance evaluation of civil servants is regulated by Government Regulation Number 30 of 2019 concerning Civil Servant Performance Assessment, replacing Government Regulation Number 46 of 2011. PP No. 30 of 2019 ensures that civil servant performance evaluations are carried out systematically, objectively, measurably, accountably, participatorily, and transparently, with the objective of ensuring that individual performance aligns with organizational performance. Furthermore, the management of employee performance, including the preparation and evaluation of the SKP, is regulated technically by the Regulation of the Minister of State Apparatus and Bureaucratic Reform Number 6 of 2022, concerning Civil Service Performance Management. This regulation emphasizes that the SKP is not solely focused on achieving quantitative targets but also considers work processes, behavior, and the employee's contribution to achieving organizational goals. However, despite the SKP being a formal instrument used to evaluate employee performance based on work results and behavior, the SKP achievements only provide a formal description of employee performance. These are further analyzed to identify the factors that influence performance, though they do not fully capture the psychological and organizational factors affecting performance.

Employee performance is a critical factor for any organization in achieving its goals. High employee performance will support the effectiveness and efficiency of the organization. However, in practice, challenges related to employee performance still persist, such as low productivity, lack of initiative, and failures in meeting organizational targets. High performance targets demand that employees work with high levels of accuracy, responsibility, and competence. However, in practice, these expectations are not always balanced with optimal human resource management. Factual observations show that employee performance in the Satker Deputy Legal Affairs and Cooperation Division at BNN does not fully reflect optimal performance, despite achieving administrative work targets as seen in documents like the RKT and SKP. The high demands for work output, which include supporting legal functions, drafting regulations, and inter-agency cooperation, are not always balanced with consistent quality and time accuracy in completing tasks. In practice, some activities remain routine and administrative, focusing more on fulfilling quantitative targets, which prevents the achievement of optimal effectiveness and performance value. Additionally, disparities in workload distribution have been observed, where some employees face significant work pressure, while others are underutilized. This condition is compounded by uneven coordination and cross-functional collaboration, leading to delays and repeated tasks. Although the formal performance indicators show positive results, the substantial effectiveness and quality of work remain problematic.

Given these issues, employee performance in this study is treated as a central problem, not merely as a dependent variable in statistical terms. Performance issues arise from a gap between the growing demands of the organization and the suboptimal management of human resources. Employees are expected to produce high-quality, valuable performance, but this is not fully supported by clear career development systems and a conducive work environment. Suboptimal performance is not an isolated issue but is influenced by unclear career development paths and work environment conditions, which ultimately impact employee work motivation. Therefore, the high or low performance of employees is the final result of how the organization manages career development and the work environment, as well as its ability to foster employee motivation.

One factor that influences employee performance is career development. According to Handoko (2014), career development is the process of improving an individual's work abilities to achieve the desired career goals. In addition to career development, the work environment also plays an important role in influencing employee performance. A conducive work environment, including physical, social, and cultural aspects, can enhance employee comfort and

satisfaction. On the other hand, a poor work environment can lead to stress, dissatisfaction, and reduced motivation. The work environment is defined as the surroundings in which employees work and the conditions under which they perform their tasks. Various factors, such as tools and equipment, affect the work environment. According to Hamonangan *et al.* (2020), the work environment can be defined as everything around the workers that can influence how they carry out their tasks.

In the context of the Deputy Legal Affairs and Cooperation Work Unit at BNN, creating a positive work environment is crucial for ensuring that employees can work effectively and efficiently. Several factors within the work environment, such as relationships among colleagues, adequate facilities, and organizational culture, can significantly impact motivation and performance. Employees who feel supported and appreciated in their work environment are more likely to contribute positively. Conversely, a negative work environment can hinder individual and collective development. Dolonseda and Watung (2020) conducted a study on the influence of the work environment on employee performance. The research found that the work environment has a significant impact on performance, and a positive, enjoyable work environment can increase enthusiasm and work morale. A good work environment, which fosters better relationships with superiors, colleagues, and subordinates, as well as being supported by adequate facilities and infrastructure, will enhance performance. This finding is supported by research conducted by Sulistyorini and Pogo (2020), Sunaryanto and Fikri (2024), Ahmad *et al.* (2022), and Surijadi and Musa (2020), which all concluded that the work environment influences employee performance.

Work motivation is an internal factor that plays a pivotal role as a mediator between career development, work environment, and employee performance. Motivation encourages employees to perform their tasks, increases commitment, and optimizes their abilities to achieve organizational goals. Employees with high motivation tend to show better performance, take initiative, and complete tasks responsibly. Therefore, understanding the role of career development and the work environment in enhancing employee motivation is crucial. Based on initial observations in the Deputy Legal Affairs and Cooperation Work Unit at BNN, there are indications of issues related to employee work motivation. One observed condition is the mismatch between some employees' job assignments and their competencies and abilities. This mismatch could lead to a lack of responsibility and enthusiasm for work. Furthermore, high performance demands are not always accompanied by adequate motivational support, causing some employees to show limited effort in improving the quality of their performance in a sustainable manner.

Work motivation plays a strategic role in improving employee performance, as motivated employees see their contributions as an important part of the organization's success. This is in line with research by Wahyudi *et al.* (2021), which states that work motivation positively influences employee performance. However, based on preliminary observations, forms of recognition and appreciation, both in the form of acknowledgment and non-financial awards, have not been felt evenly across all employees. This condition is believed to affect the level of work motivation in performing tasks. Empirical studies show that work motivation influences employee performance, as shown by Sulistyorini and Pogo (2020), Umar *et al.* (2023), Sunaryanto and Fikri (2024), Rembang *et al.* (2023), and Darmawan *et al.* (2022). However, there are also studies that show differing results, such as those by Hidayat (2021), Niken and Purbasari (2020), Kasyifillah and Prijati (2023), and Mostgi and Djiu (2022), who stated that work motivation does not significantly influence employee performance. These differing findings indicate a research gap, suggesting that the role of work motivation in mediating the influence of career development and the work environment on employee performance requires further examination, particularly in the context of the Deputy Legal Affairs and Cooperation Work Unit at BNN.

Based on the background and research gaps mentioned above, the researcher is interested in conducting further research on the influence of career development and the work environment on employee performance at the Deputy Legal Affairs and Cooperation Work Unit of BNN, with work motivation as an intervening variable. The title of this study is "The Influence of Career Development and Work Environment on Employee Performance Through Work Motivation at the Deputy Legal Affairs and Cooperation Work Unit of BNN."

2 | BACKGROUND THEORY

Grand Theory of Employee Performance

Employee performance refers to the work results achieved by employees in carrying out their duties and responsibilities in accordance with the organization's objectives. One of the main theories explaining the relationship between factors influencing work behavior is the Two-Factor Theory, proposed by Frederick Herzberg (1959). Herzberg divides the factors affecting employee behavior into two groups: motivating factors and hygiene factors. Motivating factors are directly related to the content of the job, such as achievement, recognition, responsibility, and personal development, which play a role in increasing employee motivation and performance. On the other hand, hygiene factors include work environment conditions, work relationships, organizational policies, and administrative systems, which function to prevent job dissatisfaction. If hygiene factors are not fulfilled, employees tend to experience a decline in work spirit, which affects their performance.

Employee Performance

Employee performance, also known as job performance or actual performance, refers to the results an individual achieves from their work over a specific period. It is a direct reflection of how effectively an employee carries out their duties and responsibilities. Performance is shaped by various factors, including the employee's abilities, the level of effort they invest, and the opportunities provided to them in their role. According to Setiawati & Andayani (2021), employee performance is a blend of skills, effort, and available opportunities, all of which can be measured through the employee's contributions in the workplace. Tanjung *et al.* (2020) state that performance refers to the tangible results employees produce within a set timeframe. These results are not solely based on completing tasks, but also on the alignment of those tasks with the organization's objectives. Performance should be assessed by considering the quality of work, how effectively an employee meets deadlines, and their ability to contribute to broader organizational goals. An employee's performance can be evaluated based on several factors, such as the level of responsibility they take on, their problem-solving abilities, and their capacity to work independently or in a team. Performance is not just about meeting targets or quotas but also about adhering to legal standards, company policies, and ethical practices. Sarif *et al.* (2020) explain that employee performance is the outcome that aligns with both personal and organizational goals, achieved while maintaining compliance with laws and ethical guidelines. The performance evaluation process provides a clear understanding of how well employees are contributing to the company, and it helps identify areas where additional support or development may be needed. This process is vital for ensuring that employees remain motivated, continue to improve their skills, and contribute to the overall success of the organization.

Career Development

A career is much more than just a series of jobs; it is a lifelong journey that encompasses all the roles and positions an individual holds over the course of their working life. According to Kasan (2022), a career spans across different stages, roles, and responsibilities that an individual takes on as they advance through various phases of their professional life. Career development, on the other hand, is the process of continuous growth and progression in an employee's career. It involves both personal and professional growth, as employees acquire new skills, take on additional responsibilities, and move up within an organization or industry. Career development is not only about ascending through organizational ranks but also about expanding one's skillset and adapting to new opportunities that arise within the workplace. It helps employees achieve their long-term career goals, enhances job satisfaction, and improves overall performance. Career development programs within an organization typically aim to provide employees with the necessary tools, training, and support to reach their full potential, benefiting both the employee and the organization.

Work Environment

The work environment is a critical factor in shaping how employees perform and achieve organizational goals. According to Iqbal (2022), it is defined by the presence of tools, materials, methods, and arrangements that employees use while working, either individually or in groups. These factors significantly impact employee productivity. A well-structured work environment helps boost motivation, enhances efficiency, and ensures that employees can carry out their tasks smoothly. For organizations to succeed, leaders must focus on optimizing the work environment. This environment consists of both physical and non-physical components. The physical aspect includes the condition of the workplace itself, such as office space, equipment, and tools available to employees. For example, clean, well-lit, and ergonomically designed spaces can help improve focus and comfort, leading to better performance. The non-physical part of the work environment, such as organizational policies, workplace culture, and management practices, also plays a key role. These factors influence employee interactions, collaboration, and communication. A supportive work culture can lead to positive relationships among employees and managers, which in turn boosts job satisfaction and motivation. As stated by Winarsih *et al.* (2020), these physical and non-physical components together create an environment that either facilitates or hinders employee performance.

Work Motivation

Motivation is a psychological process that influences people to take action toward achieving specific goals. As Akbar Abbas (2023) explains, motivation is a force that drives individuals to perform tasks, make decisions, and accomplish objectives. This internal drive can originate from both internal factors, such as personal aspirations and values, as well as external sources, such as rewards or recognition from others. Darmawan *et al.* (2020) define motivation as the process that dictates the intensity, direction, and persistence of a person's efforts to reach a particular goal. It explains why people act in certain ways and the effort they put into their tasks. In a broader sense, motivation is the force behind the drive to achieve objectives. Individuals often focus their energy on aligning their personal goals with the organization's objectives, allowing their personal interests and work-related behaviors to be in harmony. According to Diputra *et al.* (2021), motivation is an internal force that exists within an individual. This internal drive can be developed independently or influenced by external factors, such as rewards (both monetary and non-monetary) that can either positively or negatively affect an individual's performance. This relationship between internal motivation and external rewards is critical in

understanding how motivation shapes employee behavior. Muchtar Hasri (2021) describes motivation as the mechanism that encourages employees to exert maximum effort and use their full potential to meet the organization's goals. Motivation enables employees to stay focused, take on challenges, and continuously improve their performance. In conclusion, employee motivation encompasses both internal and external forces that push individuals to take meaningful actions in order to achieve the goals established within an organization. It is a crucial aspect that shapes not only individual performance but also overall organizational success.

3 | METHOD

This study was conducted at the Work Unit of the Deputy Legal Affairs and Cooperation of the National Narcotics Agency (BNN). The location was chosen due to its relevance to the research topic and the convenience it offers for conducting the study effectively and efficiently. The research will be carried out from September 2025 to January 2026, focusing on the preparation of the thesis proposal. According to Sugiyono (2021), "Descriptive research is conducted to understand one or more variables without making comparisons or linking one variable to another." For this study, the quantitative method was selected, which, as described by Sugiyono (2021), is based on the philosophy of positivism. This approach is used when researching a specific population or sample. The aim of this method is to look for relationships or influences between variables. The choice of descriptive quantitative research is based on the need to provide a clear description of the studied variables. In this research, the main focus is to examine the impact of career development and work environment on employee performance, with work motivation acting as a moderating variable. The study will analyze how these factors interact and influence each other, aiming to provide clarity on their roles and effects within the Work Unit of the Deputy Legal Affairs and Cooperation at BNN. The research is intended to offer conclusions on the relationships between these variables, helping to better understand how career development and work environment influence employee performance and motivation.

4 | RESULTS AND DISCUSSION

4.1 Results

Hypothesis testing is essential for determining the relationship between career development, work environment, and employee performance. The hypothesis posits that both career development and the work environment have a significant positive effect on employee performance. Career development provides employees with growth opportunities, skill enhancement, and clear career progression, leading to increased motivation and overall performance. Likewise, the work environment, including factors like workplace conditions, employee relationships, and organizational culture, plays a crucial role in shaping how employees perform. A supportive work environment encourages collaboration, reduces stress, and boosts job satisfaction, all of which are factors that can enhance performance. By testing this hypothesis, the study aims to identify how career development and work environment interact to influence employee performance, providing valuable insights for organizations looking to improve productivity and employee satisfaction.

Table 1. F test for Influence Development Career and Work Environment on Employee Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4512.791	2	2256.395	1653.301	0.000
Residual	77.793	57	1.365		
Total	4590.583	59			

Source: Data processed by researchers, 2025

Based on Table 1, results of the variable f test development career and environment Work calculated f value of 1653.301 and f- table 3.16. This means that the calculated $f > f$ -table ($1653.301 > 3.16$) and with level significance $0.000 < 0.05$, so can concluded that development career and environment Work in a way simultaneous influential positive and significant to performance employee. With thus hypothesis The first (H1) is tested and accepted.

Career development and the work environment significantly affect work motivation. Career development provides employees with opportunities to enhance their skills, take on new responsibilities, and move up within the organization. When employees see clear paths for growth, their motivation to perform well increases. On the other hand, the work environment, including physical conditions, relationships with colleagues, and company culture, plays a key role in motivation. A positive work environment where employees feel supported, valued, and encouraged helps increase their enthusiasm and drive. Employees are more likely to stay motivated when they are part of a team that fosters collaboration, open communication, and respect. By focusing on creating opportunities for career growth and fostering a positive work

environment, organizations can significantly boost employee motivation, leading to higher performance and overall success.

Table 2. F test for Influence of Career Development and Work Environment on Work Motivation

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5052.687	3	1684.229	2754.094	0.000
Residual	34.246	56	0.612		
Total	5086.933	59			

Source: Data processed by researchers, 2025

Based on Table 2, results of the variable f test development career and environment Work calculated f value of 2754.094 and f-table 2.76. This means that f count > f-table ($2754.094 > 2.76$) and with level significance $0.000 < 0.05$, so can concluded that development career and environment Work in a way simultaneous influential positive and significant to motivation work. With thus hypothesis second (H2) is tested and accepted.

The T-statistic test, also known as the partial test, is used to measure the individual impact of work motivation on employee performance. This test isolates work motivation as a variable to determine its direct effect on how well employees perform. If the T-value is high, it suggests that work motivation has a strong influence on performance. Additionally, if the p-value is less than 0.05, it indicates that the effect of work motivation on performance is statistically significant. Understanding this relationship helps organizations identify key areas where improving work motivation can enhance employee output. Motivated employees are more likely to be engaged, perform well, and meet organizational goals. By improving motivation, companies can boost productivity, job satisfaction, and overall work performance, ultimately leading to better organizational results.

Table 3. t-Test of Influence of Work Motivation on Employee Performance

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error		
(Constant)	2.505	1.001		2.502
Work Motivation	0.941	0.017	0.991	56.013

Source: Data processed by researchers, 2025

Based on Table 3, the results of the t-test for the variable work motivation show a t-value of 56.013 and a t-table value of 1.67. This means that t-count > t-table ($56.013 > 1.67$), and the significance level is $0.000 < 0.05$. Therefore, it can be concluded that work motivation has a positive and significant influence on employee performance. Thus, the third hypothesis (H3) is supported and proven.

The influence of career development on employee performance through work motivation is assessed by calculating the indirect effect, which is done by multiplying the path coefficients (ρ_{zx1}) and (ρ_{zy}). The result of multiplying these values is $0.543 \times 0.991 = 0.538$. For the career development variable, the indirect effect of work motivation as a mediator is evaluated. The resulting coefficient (0.538) is smaller than the direct path coefficient of 0.554, which shows that the indirect effect is weaker than the direct impact. This suggests that work motivation does not effectively mediate the relationship between career development and employee performance. As a result, the hypothesis (H4) is not supported. Work motivation does not mediate the relationship between career development and employee performance in this case. The findings indicate that while career development has a direct effect on employee performance, work motivation alone is insufficient to act as a mediator. Further studies may be required to identify other potential mediators or to better understand the direct effects between career development and performance.

The relationship between work environment and employee performance through work motivation is assessed by calculating the indirect effect using the path coefficients (ρ_{zx2}) and (ρ_{zy}). The product of these values results in $0.282 \times 0.991 = 0.279$. For the work environment variable, the indirect effect of work motivation as a mediator was evaluated. The resulting coefficient (0.279) is smaller than the direct path coefficient of 0.442, suggesting that the direct effect of the work environment on employee performance is stronger than the indirect effect through work motivation. This shows that work motivation does not significantly mediate the relationship between work environment and employee performance. While the work environment has a direct positive impact on performance, work motivation alone does not fully explain how the work environment influences performance outcomes. The direct impact of the work environment may be due to other factors, such as the physical workspace, management support, or the organizational culture, that directly influence how employees perform. As a result, hypothesis five (H5) is not supported. The work environment's effect on performance appears to be primarily direct, without being mediated by work motivation. Future research could investigate other potential factors that may mediate this relationship, or explore different aspects of the work environment that may further influence employee performance.

4.2 Discussion

Based on the analysis, the majority of respondents agree with statements regarding career development. This suggests that most respondents support the concept of career development within the organization. The indicator with the highest average value in the career development variable is training. Respondents in the Legal and Cooperation Division at the BNN recognize the importance of training as a means to enhance their careers and improve their performance. Training is seen as an influential factor in advancing career levels and has a positive impact on employee performance. The average value for the career development variable indicates that respondents in the Legal and Cooperation Division at BNN tend to agree with the importance of factors such as career needs, training, fair treatment in career advancement, career information, and promotions. Similarly, the work environment variable also shows a tendency towards agreement among respondents. The most notable indicator within this variable is the adequacy of workspace for movement and the level of noise. Respondents in the Legal and Cooperation Division at BNN report that noise levels are low enough to foster a comfortable working environment that supports concentration. Additionally, ample space allows for easy access to work equipment, facilitating smooth work processes. The average value for the work environment variable suggests that respondents agree with the importance of factors such as lighting, air temperature, noise levels, necessary space, and inter-employee connections. The regression analysis indicates that both career development and work environment variables positively impact employee performance within the Legal and Cooperation Division of BNN. These findings align with studies by Montela Noverahman, Ramdhani Bayu Putra, Muhamad Fikri Ramdhan, Yulasmu (2023), Ketut Sunaryanto, Muhammad Fikri (2024), Bayu Fitriansyah, Rima Rahmayanti (2024), Sunaryanto and Fikri (2024), Sulistyorini and Pogo (2020), Dakhi *et al.* (2021), Harinda *et al.* (2021), and Umar *et al.* (2023).

The analysis of the career development variable reveals that most respondents agree with statements related to career advancement. The highest-rated indicator within this variable is training. Respondents from the Legal and Cooperation Division at BNN acknowledge that training plays a crucial role in career development and in enhancing their ability to progress to higher career levels. Training is seen as an influential factor on employee performance. The average value for the career development variable indicates a general consensus among respondents regarding the importance of career needs, training, fair treatment, career information, and promotions. In terms of work environment, respondents show agreement with the statements concerning workspace adequacy, noise levels, and movement space. The feedback suggests that the working environment, with low noise levels and sufficient space for movement, creates a comfortable atmosphere that aids concentration and facilitates work-related tasks. The regression analysis demonstrates that career development and the work environment positively influence work motivation within the Legal and Cooperation Division of BNN. This finding is consistent with studies by Montela Noverahman Ramdhani Bayu Putra, Muhamad Fikri Ramdhan, Yulasmu (2023), Ketut Sunaryanto, Muhammad Fikri (2024), Bayu Fitriansyah, Rima Rahmayanti (2024), Setya (2023), Budiman *et al.* (2024), Basyid (2024), and Pratiwi *et al.* (2024).

The analysis of work motivation indicates that most respondents agree with the statements concerning motivation. The primary indicator influencing motivation is the need for security and safety. Respondents in the Legal and Cooperation Division at BNN feel secure due to health and environmental guarantees, which protect them from threats. Trust is also a crucial factor, serving as an internal driving force that enhances work spirit, ultimately improving employee performance. The average value for the work motivation variable suggests that respondents agree with the importance of factors such as physical needs, safety and security, social needs, esteem needs, and self-achievement needs. The analysis of employee performance reveals a similar trend, with respondents agreeing that performance is influenced by quality of work and initiative. Respondents from the Legal and Cooperation Division at BNN demonstrate a strong ability to carry out tasks as per job descriptions and SOPs, ensuring high accuracy and consistently seeking more effective methods to complete their work. Regression analysis further supports that work motivation has a positive effect on employee performance. This result aligns with studies by Montela Noverahman Ramdhani Bayu Putra, Muhamad Fikri Ramdhan, Yulasmu (2023), Ketut Sunaryanto, Muhammad Fikri (2024), Bayu Fitriansyah, Rima Rahmayanti (2024), and others.

The analysis of the career development variable indicates a general agreement among respondents about its impact on career growth. Training remains the highest-rated factor, with respondents acknowledging that it is crucial for career advancement and performance improvement. Similarly, work motivation plays a significant role in employee performance. The findings show that the need for security, trust, and safety are key elements influencing motivation. Employees in the Legal and Cooperation Division at BNN feel calm due to the safety measures in place, further enhancing their motivation and overall performance. The analysis of employee performance shows that respondents agree that quality of work, quantity of work, punctuality, ability, and initiative are essential to achieving optimal performance. However, regression analysis reveals that work motivation does not significantly mediate the relationship between career development and employee performance. This conclusion is supported by studies by Shahadat and Ardiana (2024) and Dwirani and Herawati (2021).

The work environment variable shows that respondents agree with statements regarding workspace adequacy, noise levels, and movement space. The majority report that these factors contribute to a comfortable work environment that supports concentration and productivity. Regarding work motivation, respondents indicate that security and safety needs play a crucial role in enhancing motivation. Employees feel secure due to health and environmental guarantees, which

fosters trust and increases motivation to perform well. The regression analysis indicates that work motivation does not mediate the relationship between the work environment and employee performance. This finding aligns with studies by Rochmah and Suhartono (2023) and Muhindra and Suhana (2025).

5 | CONCLUSIONS AND FUTURE WORK

Based on the results of data analysis, classical assumption testing, regression testing, and path analysis, several conclusions can be drawn. First, the better the implementation of career development and the more conducive the work environment at the Deputy Legal and Cooperation Sector of BNN, the higher the level of employee performance. Additionally, as career development and the work environment improve within the Deputy Legal and Cooperation Sector of BNN, employee work motivation also increases. Employees with higher motivation tend to exhibit better performance. However, career development alone has not been able to significantly drive employee motivation, thus not directly impacting performance through work motivation. Career development improves performance directly, but not through work motivation. Furthermore, the work environment primarily serves as a basic supportive factor (hygiene factor); while it creates comfort, it does not necessarily enhance work motivation that leads to improved performance. The work environment influences performance directly, but not through work motivation.

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