THE EFFECT OF LEADERSHIP STYLE, WORK MOTIVATION, AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE AT BADAN PUSAT STATISTIK PROVINSI SULAWESI UTARA

PENGARUH GAYA KEPEMIMPINAN, MOTIVASI KERJA, DAN PENGEMBANGAN KARIR TERHADAP KINERJA KARYAWAN DI BADAN PUSAT STATISTIK PROVINSI SULAWESI UTARA

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Abstract*:* Human resources are the most important factor in running a good company. Human resources play an important role in the ups and downs of company performance. The purpose of this research is to analyze the effect leadership style, work motivation, and career development on employee performance of employee at BPS Provinsi Sulawesi Utara partially and simultaneously. This research conducted using quantitative method with saturation sampling method, which the population are 80 civil employees and for the sample totaling 53 civil employees sample due to a small amount of population. The collected data from questionnaires with Likert scale method was processed in SPSS 25 resulting leadership style, work motivation, and career development are effect employee performance simultaneously, leadership style and career development effect employee performance partially, and work motivation does not affect employee performance partially. In this research, a work motivation does not play an important role because of motivation of employees still less, while leadership style and career development will be considered by employee to increase the performance.

Keywords: leadership style, work motivation, career development, employee performance

Abstrak: *Sumber daya manusia merupakan faktor terpenting dalam menjalankan perusahaan yang baik. Sumber daya manusia memegang peranan penting dalam naik turunnya kinerja perusahaan. Tujuan penelitian ini adalah untuk menganalisis pengaruh gaya kepemimpinan, motivasi kerja, dan pengembangan karir terhadap kinerja pegawai BPS Provinsi Sulawesi Utara secara positif dan simultan. Penelitian ini dilakukan dengan menggunakan metode kuantitatif dengan metode sampling jenuh, dimana populasinya berjumlah 80 PNS dan sampelnya berjumlah 53 PNS karena jumlah populasinya sedikit. Data yang dikumpulkan dari kuesioner dengan metode skala likert yang diolah dalam SPSS 25 menghasilkan gaya kepemimpinan, motivasi kerja, dan pengembangan karir berpengaruh secara simultan terhadap kinerja karyawan, gaya kepemimpinan dan pengembangan karir berpengaruh terhadap kinerja karyawan secara positif, dan motivasi kerja tidak berpengaruh terhadap kinerja karyawan secara positif, Dalam penelitian ini pekerjaan tidak begitu memegang peranan penting karena motivasi pegawai masih kurang, sedangkan gaya kepemimpinan dan pengembangan karir akan menjadi pertimbangan pegawai untuk meningkatkan kinerjanya.*

Kata Kunci*: gaya kepemimpinan, motivasi kerja, pengembangan karir, kinerja karyawan*

INTRODUCTION

Research Background

Every organization whether corporate organizations, social organizations or Government organizations have goals that can be achieved through implementation particular job by using all available resources within the organization, and who plays the most role in the context of achievement organizational goal is human resources. Success or failure. The company is very dependent on the ability of human resources in carry out their duties and functions in the organization. Humans always play an active role and the most dominant in every organizational activity because humans become planners, actors and at the same time determinants of the realization of

organizational goals. Sake achieve the goals of the organization, companies / agencies always expect so that employees have good performance so they can achieve goals organization. Effective leadership is greatly influenced by the leader's personality. Every leader needs to have personality aspects that can support him efforts in realizing effective human relations with members the organization.

According to Handoko (2009:295), leadership is the ability that a person has to influence other people to work towards goals and objectives. A successful leader is when the leader is able to be a creator and motivator for his subordinates by creating an atmosphere that can spur growth and development of employee performance. The leader has the ability to provide a positive influence for employees to do the job as directed in order to achieve the set goals. The quality of the leader is often considered the most important factor in organizational success or failure. This brings the consequence that every leader is obliged to give serious attention to foster, mobilize, direct all potential employees environment in order to realize the expected organizational goals. One of the ways that can be done by leaders in improving employee performance namely by providing opportunities for each employee to achieve a different career excellent.

Employee motivation is no less important in supporting performance employee. Motivation is the key to maintaining a successful organization continuity of work in the organization with strong means and assistance to survive (Pamela and Oloko, 2015:2). Motivation is giving proper guidance or direction, resources and rewards in order for them inspired and interested in working the way you want, accordingly with the theory of motivation by Abraham Maslow. According to Nawawi (2007), the word motivation has the basic word motive means the encouragement or basis for someone to do something. Handoko (2009) defines motivation as a state of being person's personality that drives the individual's desire to do certain activities to achieve goals.

A good organization also must pay attention to career development exist in the organization. People who have more competence are obligatory get appropriate career development. Career development as a human resource management activity that aims to improve and increase the effectiveness of the performance of the organization. With career development, the implementation of work will increase able to give the best contribution in the goal of realizing the goal company management. According to Mangkunegara (2011), career development is a staffing activity help employees plan their future career in the company so that the company and employees concerned can develop themselves maximum.

The researcher, while doing an internship at BPS North Sulawesi Province, conducted simple research on several employees in the Production, Accounts and Social fields, by giving oral questions about whether things affected employee performance and some employees answered that leadership style and career development were very important. have an impact on employee performance, and there are also several employees who answer that the leadership style of the BPS Provinsi Sulut leader greatly impacts their performance process, some of these employees answer that there are leadership styles from their leaders that make their performance decrease because they are not like-minded or it can be said that the leadership style of their leader is not in accordance with what employees expect. And there are also some employees who answer that work motivation is also an important thing in the performance process of employees. Therefore, researchers are interested in conducting research on leadership style, work motivation and career development at BPS Provinsi Sulut.

Research Objectives
1. To identify the effect of leadership style.
2. To identify the effect of work motivation.
3. To identify the effect of career development.
4. To find out the effect leadership style, work motivation, and career development.

THEORETICAL FRAMEWORK

Leadership
Handoko (2011) stated that leadership is the ability that a person has to influence other people to work towards goals and objectives.

Work Motivation
Motivation is related to the encouragement that exists in humans both internally and externally to increase the potential within to provide the best performance for the company.

Career Development

A career reflects the development of individual members of the organization (employees) in the positions or ranks that can be achieved during their tenure in the organization concerned.

Employee Performance

Employee performance refers to a work achievement or a person's work results based on the quantity and quality achieved in carrying out their functions and responsibilities.

Previous Research

Sugiarty (2019) determined the effect of Leadership Style, Motivation and Career Devolopment on Employee Performance PT. Miniso Internasional Company Wilayah Supermall Pakuwon Surabaya. The sample in this study in the employees who are ini PT. Miniso Internasional Company. The method used in this research is descriptive quantitative method by conducting multiple linier regession analysis test. This research is done by quantitative method. Data collection techniques used were questionnaires. Data analysis techniques used in this study is multiple linier regression using SPSS version 25 for windows. Leadership Style significantly does not affect the performance of employees. Motivation significantly affect the performance of employees. Career Devolopment significantly employess performance. Leadership Style, Motivation and Career Devolopment simultaneously affect the performance of employees.

Gusriani, D., Komardi, D., & Panjaitan (2022) examined the effect of leadership style, commitment, and motivation on job satisfaction and teacher performance at SMK Multi Mekanik Masmur Pekanbaru. Respondents in this study used a sample of 81 people, with a purposive sampling technique as exogenous variables are leadership style, commitment, and motivation. While the endogenous variables are job satisfaction and teacher performance. The data analysis technique used descriptive analysis and hypothesis analysis with structural equation modeling (SEM) and PLS. The results obtained indicate that there is an insignificant effect of leadership style on job satisfaction, commitment has no significant effect on job satisfaction, and motivation has no significant effect on job satisfaction. Furthermore, leadership style has a significant effect on teacher performance, commitment has no significant effect on teacher performance, motivation has no significant effect on teacher performance and job satisfaction has no significant effect on teacher performance.

Azizah et al. (2020) measured the effect of transformational or transactional leadership style on work satisfaction and work performance of Islamic university lecturers during COVID-19 Pandemic in Jakarta. Data collection was carried out through quantitative questionnaires with simple random sampling via electronic to Islamic university lecturer's population in Jabodetabek during COVID-19 pandemic. The results of the questionnaire returned and valid were 120 samples. Data processing used the SEM method with SmartPLS 3.0 software. The results of this study concluded that transformational leadership has a positive and significant effect on Islamic university lecturer's satisfaction, transactional leadership has no significant effect on Islamic university lecturer's satisfaction. This new research proposes a model to build work satisfaction for Islamic university lecturers in Jakarta through improving the transformational leadership. The research implications are discussed in relation to Islamic University supervisors and principals, as well as policy makers at the government level.

Conceptual Framework
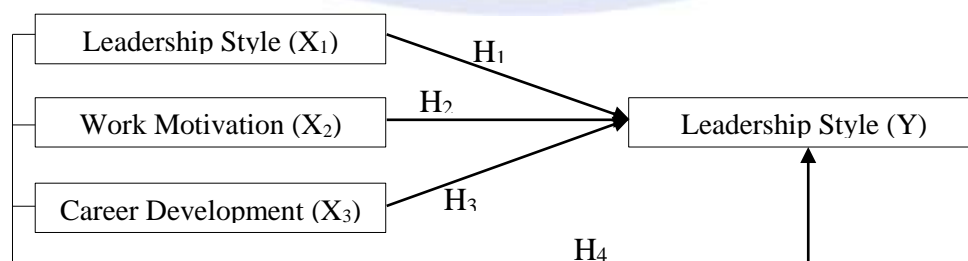
Figure 1. Conceptual Framework
Source: Theoretical Review

Research Hypothesis

H1: Leadership Style has positive and significant effect on Employee Performance
H2: Work Motivation has positive and significant effect on Employee Performance
H3: Career Development has positive and significant effect on Employee Performance

H4: Leadership Style, Work Motivation, Career Development effect Employee Performance simultaneously.

RESEARCH METHOD

Research Approach
The method that is being used in this research is the quantitative approach. According to Creswell (2014), this research is using a quantitative approach. This research uses causal approach, in which the researcher tests hypotheses based on the theory that has been developed to explain the scope and nature of cause and effect relationships using statistical tests.

Population, Sample, Sampling
According to Sugiyono (2013), population is a generalization area consisting of objects / subjects that have certain quantities and characteristics that are determined by researchers to be studied and then draw the conclusions. The populations in this research are the population in this study were all civil employees in BPS Provinsi Sulut with total employees are 80 employees. The sample in this study was 53 people used as respondents. The sampling method is using Slovin formula. The Slovin formula is one of the formulas for calculating sample size in quantitative research. According to Sugiyono (2013) states that the sample is part of the population that has relatively the same characteristics and is considered to be representative of the population. The purposive sampling technique according to Sugiyono (2013) is sampling using certain considerations according to the desired criteria to be able to determine the number of samples to be studied. The criteria civil employee.

Data Collection Method
The data source that used in this research is Primary data. Primary data collection was performed to gather the research's data using questionnaires and observation. Data collection in this research paper will be carried out by distributing questionnaire who match the characteristic that have been determined. Filling out the questionnaire by the respondent will be done online through google form. Observation is the collection of data by observing and recording the behavior of individuals in their natural environment. Observations help gather data on behavior, interactions, and social dynamics.

Operational Definition of Research Variables

Variable	Definition	Indicators
Leadership Style	Leadership is the ability that a person has to influence other people to work towards goals and objectives.	1. Decision Making Ability 2. Motivating Ability 3. Communication Ability 4. Responsible 5. Ability To Contro
Work Motivation	Motivation is giving proper guidance or direction, resources and rewards in order for them inspired and interested in working the way you want, accordingly with the theory of motivation by.	1. Proper job placement 2. Bonus 3. Good Relationship 4. Health Insurance 5. Recognition of Work Performance
Career Development	Career development planning is the result of integration between individual career planning and organizational career management process, which results in career planning efforts reciprocity between employees and the organization.	1. Career Goal 2. Work Experience 3. Training 4. Opportunity To Grow 5. Promotion
Employee Performance	Employee performance is the result of a person's work in quality and quantity that has been achieved by employees in carrying out tasks according to the responsibilities given.	1. Careful 2. Error 3. Time period 4. Corporation 5. Affirmation

Testing of Research Instruments
Validity and Reliability Tests

The validity test is utilized to decide whether the estimations are without a doubt capturing the expecting results (Kabir, 2016). The degree to which a thought is precisely measured in a quantitative study is known as validity. There are three distinctive sorts of validity: content validity, where the instruments precisely capture all aspects of the study; construct validity, where the instruments capture the intended construct; and criterion validity, which looks at whether the instruments are comparable to other instruments that measure the same variable.

Reliability refers to the consistency and reproducibility of measurements. Reliable measurements consistently give the same results (Kabir, 2016). Metric consistency affects reliability. The reliability test has three characteristics: Homogenity, stability, equivalence. Homogeneity refers to the degree to which all items on the scale rate the same structure. Equivalence, on the other hand, refers to the consistency of responses from different users of the scale.

Classical Assumption Tests
Normality Test
Normality tests are used to determine whether the independent and dependent variables are normally distributed. Data are satisfactory for research only if they are normally distributed. If the Kolmogorov-Smirnov probability value (sig) is greater than 0.05, the data can be considered normal (Ghozali, 2011).
1. If the probability ≥ 0.05, then the distribution and regression model are normal.
2. If the probability is <0.05 then the distribution and regression model are not normal.

Heteroscedasticity Test
According to Ainiyah, Deliar, and Virtriana (2016), heteroscedasticity occurs when the residual variances of a regression model are not equal or constant across observations. The regression model is considered good if there is no heteroscedasticity. The Glejser test method is used to perform a heteroscedasticity test by computing a regression between the independent variable and the dependent variable, the absolute residual. For variables with Sig. values greater than 0.05, heteroscedasticity does not occur. Conversely, if the value of the sig. variable is less than 0.05, there is heteroscedasticity.

Multicollinearity
Multicollinearity exists when there is a perfect or near-perfect linear relationship between the independent variables. This is done by looking at the Variance Inflation Factor (VIF) and tolerance level. Multicollinearity is not present if the measured VIF is less than 10 and the tolerance level is greater than 0.10 (Lind, Marchal, and Wathen, 2017).

Multiple Linear Regression Analysis
The multiple linear regression analysis approach was used as the data analysis strategy in this research. According to Sugiyono (2013:277) that "Multiple linear regression analysis intends to predict how the condition (rise and fall) of the dependent variable, if two or more independent variables as predictor factors are manipulated (the value is increased or decreased). So multiple regression analysis will be carried out if the number of independent variables is at least 2. The multiple linear regression analysis equation model that was used in this study can be formulated as shown below:

$$Y = \alpha + \beta 1 X1 + \beta 2 X2 + e$$

Y	=	Employee Performance
α	=	Constant, when all independent variable = 0
X1	=	Leadership Style
X2	=	Work Motivation
X3	=	Career Development
e	=	Error term

Coefficient of Determination (R^2)
The coefficient of determination (R^2), according to Ghozali (2011) essentially measures how far the ability of the independent variable is to explain the variation of the dependent variable. The value of the coefficient of determination is between zero and one, or the interval between 0 and 1. A small R^2 value means that the ability of the independent variables to explain the variation in the dependent variable is very limited or small. Values that are close to one of the independent variables provide almost all the information needed to predict the variation of the dependent variable.

Hypothesis Testing
T-Test
   The t-test may be referred to as a partial test, which is a test carried out on the regression coefficient individually or partially to determine the effect of each independent variables on the dependent variables. The criteria used are:

a) Ho : $\beta1 = 0$ That is, there is no partial effect on each of the independent variables.

b) Ha : $\beta1 > 0$ That is, there is a partial positive effect on each independent variable.

While the test criteria are as follows:

a. Significant Level ($\alpha = 0.01$)

b. t distribution with degrees of freedom (n)

c. If t count $\geq$ t table then Ho is rejected and Ha is accepted.

d. If t count < t table then Ho is accepted and Ha is rejected.

F-Test
   F-test may be referred to as a simultaneous test, which is a test carried out on the regression coefficient simultaneously to determine the effect of each independent variables on the dependent variables. By using a significant degree of 0.05, to find out whether there is a simultaneous significant effect or not, the F test is performed by comparing the F-count with the F-table, with the following conditions:

1. If F-count $\geq$ F-table, then Ho is rejected, meaning that the statistical data used shows that all independent variables (simultaneously) have an effect on the dependent variable.

2. If F-count < F-table, then Ho is accepted, meaning that the statistical data used shows that all independent variables (simultaneous) have no effect on the dependent variable.

RESULT AND DISCUSSION

Result
Validity and Reliability Test
Table 2. Validity Test Result

Variable	Indicator	r-count	r-table	Sig. Value	Result
Leadership Style (X1)	X1.1	0.830	0.195	0.000	Valid
	X1.2	0.896	0.195	0.000	Valid
	X1.3	0.655	0.195	0.000	Valid
	X1.4	0.834	0.195	0.000	Valid
	X1.5	0.871	0.195	0.000	Valid
Work Motivation(X2)	X2.1	0.884	0.195	0.000	Valid
	X2.2	0.495	0.195	0.000	Valid
	X2.3	0.842	0.195	0.000	Valid
	X2.4	0.827	0.195	0.000	Valid
	X2.5	0.880	0.195	0.000	Valid
Career Development (X3)	X3.1	0.835	0.195	0.000	Valid
	X3.2	0.868	0.195	0.000	Valid
	X3.3	0.731	0.195	0.000	Valid
	X3.4	0.721	0.195	0.000	Valid
	X3.5	0.905	0.195	0.000	Valid
Employee Performance (Y)	Y1.1	0.877	0.195	0.000	Valid
	Y1.2	0.672	0.195	0.000	Valid
	Y1.3	0.797	0.195	0.000	Valid
	Y1.4	0.858	0.195	0.000	Valid
	Y1.5	0.873	0.195	0.000	Valid

Source: Data Processed 2023

   Table 1 shows that the validity test results can be seen that for the three variables, it has a value of r count > r table = 0.195. Thus the three variables which consist of a total of 13 question indicators are declared valid.
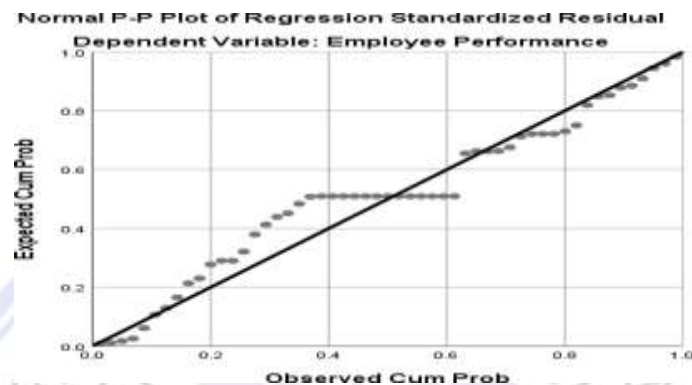
Table 2. Reliability Test Result

Variable	Cronbach's Alpha	Result
Leadership Style (X1)	0.865	Reliable
Work Motivation (X2)	0.853	Reliable
Career Development (X3)	0.831	Reliable
Employee Performance (Y)	0.831	Reliable

Source: Data Processed 2023

Table 2 shows that the the alpha is 0.70 then the reliability is moderate.

Classical Assumption Test
Normality Test

Figure 2. Normality Test Result
Source: Data Processed 2023

The graphing data (points) are spread out along the diagonal line in figure and the spread follows the diagonal line. This demonstrates that the regression model fits the normality requirement.

Heteroscedasticity

It can be seen from the scatterplot image above that it can be seen that the points spread randomly (not form a certain pattern) and are spread both above and below the number 0 on the Y axis, so it can be concluded that in this regression model there is no heteroscedasticity.
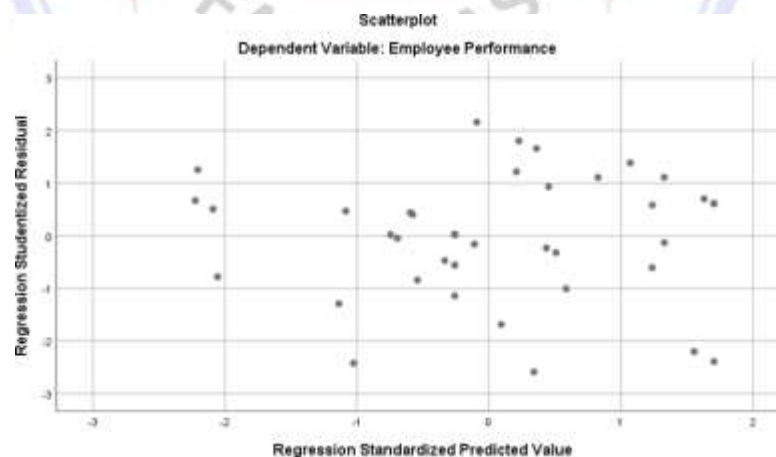
Figure 3. Heteroscedasticity Test Result
Source: Data Processed 2023

Multicollinearity Test
Table 3 provides information:
1. Leadership Style variable has a tolerance level of 0.496 and a VIF value of 2.016. This show that the tolerance value of the Leadership Style variable is > 0.10 and the VIF value is < 10.00, so that multicollinearity does not occur.

2. The Work Motivation variable has a tolerance level of 0.260 and a VIF value of 3.839. This shows that the tolerance value of the Work Motivation variable is > 0.10 and the VIF value is < 10.00, so that multicollinearity does not occur.
3. Career Development variable has a tolerance level of 0.323 and VIF value of 3.097. This shows that the tolerance value of Career Development variable is > 0.10 and the VIF value is <10.00, so that multicollinearity does not occur

Table 3. Multicollinearity Test

		Coefficients[a]	
Model		**Collinearity Statistics**	
		Tolerance	**VIF**
1	(Constant)		
	Leadership Style	.496	2.016
	Work Motivation	.260	3.839
	Career Development	.323	3.097

Source: Data Processed 2023

Multiple Linear Regression Analysis
Table 4. Multiple Linear Regression Analysis Result

		Coefficients[a]				
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	4.849	2.472		1.961	0.056
	Leadership Style	0.154	0.119	.167	1.294	0.202
	Work Motivation	0.343	0.179	.340	1.913	0.062
	Career Development	0.307	0.145	.338	2.119	0.039

a. Dependent Variable: Employee Performance
Source: Data Processed 2023

From the multiple linear regression equation above it can be interpreted as follows:
1. The constant value is 6.939 which states that if the variable Leadership Style, Work Motivation (X2), and Career Development (X3) is equal to 0, then the Employee Performance (Y) is 4.849.
2. The regression coefficient value for the Leadership Style (X1) variable is 0.154. This value shows a positive effect between the Leadership Style and Employee Performance variables. This means that if the Leadership Style variable has increased by 1%, then the Employee Performance will increase by 0.154. Assuming that the other variables remain constant.
3. The regression coefficient value for Work Motivation (X2) variable is 0.343. This value shows a positive effect between the Work Motivation and Employee Performance variables. This means that if the Work Motivation variable has increased by 1%, then the Employee Performance variable will increase by 0.343. Assuming that the other variables remain constant.
4. The regression coefficient value for Career Development (X3) variable is 0.307. This value shows a positive effect between the Career Development and Employee Performance variables. This means that if the Career Development variable has increased by 1%, then the Employee Performance variable will increase by 0.307. Assuming that the other variables remain constant.

Correlation of Determination (R^2)
Table 5. R^2 Result

		Model Summary[b]		
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.772a	0.597	0.572	1.733

a. Predictors: (Constant), Leadership Style, Work Motivation, Career Development
b. Dependent Variable: Employee Performance
Source: Data Processed 2023

Table 5 shows the value of R^2 or a coefficient. It can be seen that the result of R^2 value is 0.597 meaning

the model explains about 59.7% of the variation in the dependent variable.

Hypothesis Testing
T-Test
Table 6. Partial Test (t-Test) Result

	Model	t	Sig.
	Coefficients[a]		
1	(Constant)	1.961	0.056
	Leadership Style	1.294	0.202
	Work Motivation	1.913	0.062
	Career Development	2.119	0.039

a. Dependent Variable: Employee Performance
Source: Data Processed 2023

Table 6 shows that:
1. Hypothesis 1 states that there is an influence of Leadership Style on Employee Performance at BPS Provinsi Sulut. From the table, it is known that tcount is 1.294 and ttable is 1.961, so tcount > ttable. While the significance value of X1 is 0.000, it means that $0.000 < 0.05$ (significance has a less value than Alpha) this indicates that the Leadership Style (X1) has effect on Empoyee Performance (Y), therefore H1 is accepted.
2. Hypothesis 2 states that there is an influence of Work Motivation on Employee Performance at BPS Provinsi Sulut. From the table, it is known that tcount is 1.913 and ttable is 1.961, so tcount < ttable. While the significance value of X2 is 0.000, it means that $0.000 < 0.05$ (significance has a less value than Alpha) this indicates that the Work Motivation (X2) has no effect on Employee Performance (Y), therefore H2 is rejected.
3. Hypothesis 3 states that there is an influence of Career Development on Employee Performance at BPS Provinsi Sulut. From the t table, it is known that tcount is 2.119 and ttable is 1.961, so tcount > ttable. While the significance value of X3 is 0.000, it means that $0.000 < 0.05$ (significance has a less value than Alpha) this indicates that the Career Development (X3) has effect on Employee Performance (Y), therefore H3 is accepted.

F-Test
Table 7. Simultaneous Test (F-Test)

	Model	Sum of Squares	df	Mean Square	F	Sig.
	ANOVA[a]					
1	Regression	217.926	2	72.642	24.161	.000[b]
	Residual	147.319	49	3.007		
	Total	365.245	52			

a. Dependent Variable: Purchase Intention
b. Predictors: (Constant), Product Placement, Social Media Marketing
Source: SPSS Output Data (2023)

Based on the output above, it is known that the significant value is 0.000 with F value is 24.161. The significant value for the effect of X1, X2, and X3 simultaneously on Y is $0.000 < 0.05$ (the significance value is less than 0.05) and from Fcount 24.161 > Ftable 3.090 (Fcount is greater than Ftable) so it can be concluded that Hypothesis 1 is accepted which means that Leadership Style, Work Motivation, and Career Development simultaneously have effect on Employee Performance at BPS Provinsi Sulut.

Discussion
The Influence of Leadership Style on Employee Performance
The result of this study is leadership style has influence on Employee, which means that hypothesis 1 is accepted. The Influence of Leadership on Employee Performance, leadership as a complex process in which a person influences other people to achieve a mission, task, or goal, and direct the organization in a way that makes it more cohesive and more reasonable. Leadership basically emphasizes respecting individual goals so that later individuals will have confidence that actual performance will exceed performance expectations they. A leader must apply a leadership style that will greatly affect success organization in achieving its goals. Leadership factors also affect employee performance. The results of this research is similar to previous studies by Santoso, Trivena, and Fiernaningsih (2019) that indicates Leadership Style have a significant effect on Employee Performance.

The Influence of Work Motivation on Employee Performance

This indicates that the Work Motivation has no influence on Employee Performance, which means that hypothesis 2 is rejected. It means that motivation received by employees is not influence employee performance. This indicates that the need to be recognized, to do best needs and requirements independence does not affect performance employees at BPS North Sulawesi Province. The results of this study support the results previous research conducted by Lakoy (2019) produces that work motivation has no effect on Employee performance. The leader and coordinators already provide motivation employees so that employees can increasing creativity and quality values work, but that is not enough to encourage them, because on basically employees only work accordingly with what is ordered by superiors. Most employees work only think of a target to get bonuses outside of salary, and after them hit targets, most of them when the employees already satisfied that's all there is, and employees get the job done so they do not loss of a job.

The Influence of Career Development on Employee Performance

The research results show that career developmen has a positive and significant effect on employee performance at the BPS Provinsi Sulawesi Utara. This is in line with the theory expressed by Nawawi (2005) career development is a motivational boost to progress in working environment a company. With the existence of a career development program, it can be further improved encouragement or motivation to employees to achieve more and contribute maximum for the company. A person's motivation will arise when developing areers in a company already exist and are clear to be implemented get the result that career development has a significant effect on work motivation. The result of this study support research conducted by Sari and Krisna (2019), who stated that there is a positive and significant influence of career development on employee performance. Career development is important in improving performance. Appropriate career development in the form of awards, bonuses and other appreciations will help the company develop faster and improve the company's work.

The Influence of Leadership Style, Work Motivation, and Career Development on Employee Performance

This proves that the better the leadership style of the BPS Provinsi Sulut leader, the more employees have good motivation at work, and the more career development opportunities there are, the more employee performance will increase.. So it can be concluded that hypothesis 4 is accepted which means that Leadership Style, Work Motivation, and Career Development simultaneously have effect on Employee Performance at BPS Provinsi Sulut. It explains that independent variables, Leadership Style, Work Motivation and Career Development simultaneously have positive and significant impact on Employee Performance

CONCLUSION AND RECOMMENDATION

Conclusion
1. The Leadership Style partially effect the Employee Performance at BPS Provinsi Sulawesi Utara. This shows as the leadership style towards employees increases, employee performance will also increase, and vice versa, if the leadership given to employees is low, employee performance will decrease.
2. Work Motivation partially not effect Employee Performance at BPS Provinsi Sulawesi Utara. Work motivation is not direct impact on the organization itself. In significance of the variable. This can be caused by work motivation employees are still reasonable so no affect employee performance at BPS Provinsi Sulawesi Utara
3. Career Development partially effect Employee Performance at BPS Provinsi Sulawesi Utara. This meaning, meaning if there are opportunities for career development employees are increasing then the level of Employee Performance will also increase.
4. Leadership Style, Work Motivation, and Career Development have effect on Employee Performance at BPS Provinsi Sulawesi Utara simultaneously. This shows that these three independent variables can simultaneously affect the Employee Performance. In comparison, Leadership Style, Work Motivation, and Career Development have effect on Employee Performance at BPS Provinsi Sulawesi Utara.

Recommendation
1. Leaders care about the quality of service by helping and paying attention to the convenience of facilities and infrastructure, applying work standards to front office staff so that they are strictly adhered to and implemented properly and providing feedback on employee work results, such as giving praise and awards to employees who excel
2. Leaders must change attitudes, namely leading by example and being the first person in starting any vision of

change that has been programmed. Leaders should not only do it formally or only aim to find fault with employees, but rather emphasize the educational function in carrying out supervision.

3. Companies and leaders should establish good communication in improving service quality by paying attention to input and suggestions from customers on the service performance of front office staff so that they can change for the better.

4. Support from company management to motivate the work of front office staff in achieving better service quality by implementing a more transparent and fair compensation and career system

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