ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh pengembangan karir dan *Supervisory Support* terhadap kinerja pegawai Aparatur Sipil Negara (ASN) di Kabupaten Bandung Barat, dengan motivasi kerja sebagai variabel mediasi. Latar belakang penelitian didasarkan pada pentingnya peningkatan kualitas sumber daya manusia dalam sektor pemerintahan yang semakin kompetitif dan dituntut adaptif terhadap perkembangan teknologi serta tantangan birokrasi. Pendekatan kuantitatif digunakan dengan penyebaran kuesioner kepada ASN dari berbagai Satuan Kerja Perangkat Daerah (SKPD). Data dianalisis menggunakan Structural Equation Modeling (SEM) berbasis Partial Least Square (PLS). Hasil penelitian menunjukkan bahwa pengembangan karir berpengaruh signifikan terhadap kinerja, tetapi tidak terhadap motivasi kerja. Sebaliknya, *Supervisory Support* berpengaruh signifikan terhadap baik motivasi maupun kinerja. Motivasi kerja juga terbukti berpengaruh positif terhadap kinerja pegawai, serta berperan sebagai variabel mediasi antara *Supervisory Support* dan kinerja, namun tidak memediasi hubungan antara pengembangan karir dan kinerja. Temuan ini menunjukkan bahwa peningkatan kinerja ASN dapat dicapai melalui dukungan atasan yang kuat dan strategi motivasi yang tepat, sementara pengembangan karir memerlukan pendekatan yang lebih personal dan sistematis untuk dapat mendorong motivasi secara efektif.

Kata Kunci: Pengembangan Karir, *Supervisory Support*, Motivasi Kerja, Kinerja Pegawai.

ABSTRACT

This study aims to analyze the influence of career development and Supervisory Support on the performance of Civil Servants (ASN) in West Bandung Regency, with work motivation as a mediating variable. The research background is based on the increasing importance of improving human resource quality in the government sector, which is becoming more competitive and demands adaptability to technological development and bureaucratic challenges. A quantitative approach was used by distributing questionnaires to ASN employees from various Regional Work Units (SKPD). Data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). The results show that career development has a significant effect on employee performance but not on work motivation. On the other hand, Supervisory Support significantly influences both motivation and performance. Work motivation also has a positive effect on employee performance and serves as a mediating variable between Supervisory Support and performance, but does not mediate the relationship between career development and performance. These findings indicate that improving ASN performance can be achieved through strong Supervisory Support and appropriate motivational strategies, while career development requires a more personalized and systematic approach to effectively enhance employee motivation.

Keywords: Career Development, Supervisory Support, Work Motivation, Employee Performance.