

THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT AND CAREER DEVELOPMENT ON THE WORK MOTIVATION OF CIVIL SERVANTS AT UPTD PUSKESMAS SUNGAI AMBAWANG IN KUBU RAYA REGENCY



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Abstract

This study aims to analyze the effects of perceived organizational support and career development on the work motivation of civil servants at UPTD Puskesmas Sungai Ambawang, Kubu Raya Regency, both partially and simultaneously. The study employed a quantitative approach using an associative research design. The population and sample consisted of 49 civil servants, selected using a saturated sampling technique. Data were collected through questionnaires, interviews, and documentation, and then analyzed using multiple linear regression with the assistance of SPSS. The results indicate that perceived organizational support has a positive and significant effect on work motivation, with a significance value of $0.027 < 0.05$. Career development also has a positive and significant effect on work motivation, with a significance value of $0.000 < 0.05$. Simultaneously, perceived organizational support and career development have a significant effect on work motivation, with a significance value of $0.000 < 0.05$. The coefficient of determination (R^2) of 0.384 indicates that the two independent variables explain 38.4% of the variation in work motivation, while the remaining 61.6% is explained by other factors outside the research model. Career development has a more dominant effect than perceived organizational support. These findings highlight the importance of organizational support and effective career development in enhancing the work motivation of civil servants in public health centers.

Keywords: Perceived Organizational Support, Career Development, Work Motivation, Civil Servants, Public Health Center

INTRODUCTION

According to Indonesian Minister of Health Regulation No. 43 of 2019 concerning Community Health Centers, a Pusat Kesehatan Masyarakat (Puskesmas) is a healthcare facility that provides primary-level public health services and individual healthcare services, with a greater emphasis on promotive and preventive measures within its working area. A Puskesmas is also an organization that provides comprehensive and integrated healthcare services to improve public health. It operates under the supervision of the District or Municipal Health Office and provides preventive, promotive, curative, and rehabilitative services through Individual Health Efforts (Upaya Kesehatan Perorangan, UKP) and Public Health Efforts (Upaya Kesehatan Masyarakat, UKM). Its primary responsibility is to implement health policies to achieve health development objectives within its working area and support the improvement of public health at the district or municipal level through high-quality basic healthcare services.

The Sungai Ambawang Community Health Center Technical Implementation Unit (Unit Pelaksana Teknis Daerah Pusat Kesehatan Masyarakat Sungai Ambawang, UPTD Puskesmas Sungai Ambawang) provides outpatient services only. Patients with severe medical conditions requiring inpatient care are referred to the municipal general hospital or other appropriate healthcare facilities.

Based on the available demographic data, the largest proportion of the population resides in Mega Timur Village, accounting for 20.67% of the total population. Meanwhile, the employment distribution data indicate that the largest proportion of civil servants work in the Essential Public Health Efforts Division (Upaya Kesehatan Masyarakat Esensial, UKM Esensial), accounting for 46%.

According to an interview with the Head of UPTD Puskesmas Sungai Ambawang in Kubu Raya Regency, Mr. Okta Suciato, S.K.M., the relatively large number of employees in this division reflects the essential role of UKM Esensial in improving community health. This division focuses on disease prevention and health promotion, which constitute the foundation of public health improvement. Its activities include health education, routine health examinations, and programs designed to promote clean and healthy living behaviors (Perilaku Hidup Bersih dan Sehat, PHBS) among community members.

UPTD Puskesmas Sungai Ambawang implements a fingerprint-based attendance system from Monday to Saturday, requiring employees to record their attendance twice daily. Employees are required to clock in at 7:30 a.m. Western Indonesian Time (WIB) and clock out at 4:00 p.m. WIB.

According to Hasibuan (2017, p. 51), the employee absenteeism rate can be calculated using the following formula: $\text{Absenteeism Rate} = (\text{Total Absences} / \text{Total Expected Attendance}) \times 100\%$.

The attendance records indicate that the absenteeism rate at UPTD Puskesmas Sungai Ambawang decreased from 2022 to 2024. The rate declined by 4.23% in 2023 and by a further 1.76% in 2024. This downward trend indicates an improvement in employee attendance. Eisenberger et al. (1986) argued that perceived organizational support can reduce employee absenteeism. Furthermore, Ameliany (2019, p. 50) explained that career development through education and training, promotion, and job rotation can improve employee performance, as reflected in better work achievements, increased discipline, punctuality, optimal attendance, and positive interpersonal relationships. Sowatno (2001, as

cited in Syarif et al., 2022, p. 147) also emphasized that motivation can improve employee discipline and reduce absenteeism.

Based on an interview with the Head of UPTD Puskesmas Sungai Ambawang, Mr. Okta Sucianto, S.K.M., when an employee is absent, another employee is assigned to cover the absent employee's responsibilities. Consequently, the replacement employee must handle additional duties alongside their regular responsibilities. This situation may increase the workload of employees who are present and highlights the importance of maintaining adequate attendance and effective human resource management.

The attendance records also show a decline in employee tardiness and early departures during the 2022–2024 period. In 2023, the number of late arrivals decreased by 21.95% compared with the previous year, followed by a further decrease of 5.79% in 2024. Similarly, the number of early departures decreased by 17.28% in 2023 and by another 13.56% in 2024.

According to the interview with the Head of UPTD Puskesmas Sungai Ambawang, tardiness and early departures generally occur when employees feel unwell or have urgent personal matters. Both behaviors are forms of employee indiscipline that may affect the effectiveness of healthcare service delivery. Previous research supports the relevance of organizational support, career development, and work motivation to employee discipline. Hidayah et al. (2022) found that perceived organizational support positively influences employee work discipline. Lingga et al. (2024) reported that career development has a positive and significant effect on discipline, while Aryani et al. (2021) found that work motivation positively and significantly influences employee work discipline. Employees who violate disciplinary regulations may be subject to sanctions.

The disciplinary records show that the number of sanctions imposed on employees increased by 37.50% in 2023 compared with the previous year and rose by a further 18.18% in 2024. All recorded violations were classified as minor disciplinary offenses. The sanctions included verbal warnings, written warnings, and written expressions of dissatisfaction.

These findings are relevant to previous studies examining the relationship between organizational support, career development, motivation, and work discipline. Fata (2020) found that organizational support has a positive and significant effect on work discipline. Rahmat et al. (2023) reported that career development positively and significantly influences employee work discipline. Similarly, Kumarawati et al. (2017) found that motivation positively affects discipline, indicating that higher employee motivation is associated with significantly improved work discipline.

Regarding employee performance, all civil servants at UPTD Puskesmas Sungai Ambawang received a Good performance rating from 2022 to 2024. The performance evaluation records stated that employees' work results met expectations and their work behaviors met expectations. These results suggest that employee performance was generally maintained at a satisfactory level throughout the observation period.

Previous studies have also established the relationship between organizational support, career development, motivation, and employee performance. Mujiburrahman et al. (2020) found that organizational support positively and significantly influences employee performance. Budiyanto and Wikan (2020) reported a positive and significant effect of career development on employee performance. Meanwhile, Wahyudi and Tupti (2019) found that motivation positively and significantly influences employee performance.

In addition to performance evaluations, the number of employees promoted at UPTD Puskesmas Sungai Ambawang increased during the 2022–2024 period. The number of employees receiving promotions rose by 20% in 2023 and increased by a further 16.16% in 2024. Aini et al. (2020) found that job promotion positively and significantly influences career development. Similarly, Abdilah and Utari (2022) reported that career development positively influences job promotion and that motivation also has a positive effect on job promotion.

Based on the interview with the Head of UPTD Puskesmas Sungai Ambawang, Mr. Okta Sucianto, S.K.M., organizational support can be demonstrated through human resource development initiatives, including training and mentoring, job promotion opportunities, and the provision of adequate infrastructure. These forms of support aim to create a positive work environment, improve employee performance, and facilitate the achievement of the health center's organizational objectives.

Based on the foregoing discussion, organizational support, career development, and work motivation are relevant factors in understanding employee management at UPTD Puskesmas Sungai Ambawang. Although the available data indicate improvements in attendance and performance ratings, the increase in disciplinary sanctions suggests that employee discipline remains an important issue requiring further attention. Therefore, the researcher is interested in conducting a study entitled “The Effect of Perceived Organizational Support and Career Development on the Work Motivation of Civil Servants at UPTD Puskesmas Sungai Ambawang.”

REVIEW OF LITERATURE

Perceived Organizational Support

Yusuf and Syarif (2017) define organizational support as the extent to which employees perceive that the organization, supervisors, and coworkers provide encouragement, recognition, respect, and appreciation for their contributions at work. Rhoades and Eisenberger (2002) explain that Perceived Organizational Support (POS) is reflected in three forms of organizational treatment: fairness, supervisor support, and favorable rewards and working conditions. In this study, these three aspects are used as indicators of perceived organizational support.

Career Development

Busro (2017) explains that career development refers to the efforts made by employees and organizations to improve employees' abilities and skills in performing their duties and achieving organizational goals. In this study, career development is measured using three indicators: career clarity, self-development, and improvement in work quality. Career clarity includes opportunities for promotion and advancement to higher positions, while self-development includes opportunities to participate in training programs, educational activities, seminars, workshops, and competency courses. Improvement in work quality relates to increased discipline, loyalty, and employee motivation.

Work Motivation

Work motivation in this study is based on Maslow's hierarchy of needs theory, as discussed in Firmansyah and Mahardika (2018). This theory explains that human motivation is driven by five levels of needs: physiological needs, safety needs, affiliation or belongingness needs, esteem needs, and self-actualization needs. These five needs are used

as indicators of the work motivation of civil servants at UPTD Puskesmas Sungai Ambawang.

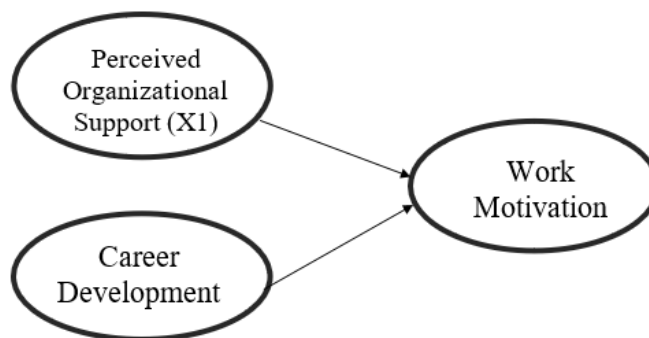
Relationships Between Variables and Hypotheses

Organizational support can strengthen employees' belief that their contributions are valued and their well-being is taken into consideration. This perception may encourage employees to become more motivated to work and make greater contributions to the organization. This argument is supported by Riantoko et al. (2017), whose research found that organizational support has a positive and significant effect on work motivation. Career development can also enhance work motivation by providing employees with opportunities to develop their competencies, receive recognition, and achieve their career goals. Utami et al. (2023) found that career development has a positive and significant effect on work motivation. This means that the better the career development opportunities perceived by employees, the higher their level of work motivation is likely to be.

Based on the theoretical discussion and findings of previous studies, the relationships between the variables in this study are formulated as follows:

- H1: Perceived organizational support has a positive and significant effect on the work motivation of civil servants at UPTD Puskesmas Sungai Ambawang.
- H2: Career development has a positive and significant effect on the work motivation of civil servants at UPTD Puskesmas Sungai Ambawang.
- H3: Perceived organizational support and career development simultaneously have a positive and significant effect on the work motivation of civil servants at UPTD Puskesmas Sungai Ambawang.

Conceptual Framework



RESEARCH METHOD

This study employed a quantitative approach using an associative research design to analyze the effects of Perceived Organizational Support (X1) and Career Development (X2) on the Work Motivation (Y) of civil servants at UPTD Puskesmas Sungai Ambawang, Kubu Raya Regency.

The study population consisted of all 49 civil servants employed at UPTD Puskesmas Sungai Ambawang in 2025. A saturated sampling technique was employed, whereby the entire population was included as the research sample. The data consisted of primary and secondary data. Primary data were collected through questionnaires and interviews, while

secondary data were obtained from the official documents of UPTD Puskesmas Sungai Ambawang.

The research instrument used a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). Perceived Organizational Support was measured using three indicators: fairness, supervisor support, and favorable rewards and working conditions. Career Development was measured through career clarity, self-development, and improvement in work quality. Work Motivation was measured using five indicators based on Maslow's hierarchy of needs: physiological needs, safety needs, affiliation needs, esteem needs, and self-actualization needs.

The data were analyzed using SPSS through instrument validity and reliability tests, classical assumption tests, multiple linear regression analysis, the correlation coefficient (R), the coefficient of determination (R^2), and hypothesis testing using the F-test and t-test. All statistical tests were conducted at a significance level of 5% ($\alpha = 0.05$).

RESULTS AND DISCUSSION

Reliability Test

The reliability test was conducted to determine the consistency of the measurement instrument and whether it could be relied upon for further use. In this study, reliability was assessed using Cronbach's Alpha. The results of the reliability test for the Perceived Organizational Support variable (X1) are presented in Table 4.8.

Table 4.8.
Reliability Test Results for Perceived Organizational Support (X1)
Reliability Statistics

Cronbach's Alpha	N of Items
.744	13

Source: Data processed in 2025

Based on Table 4.8 above, the Cronbach's Alpha value is 0.744. This value exceeds the minimum threshold of 0.60; therefore, it can be concluded that all questionnaire items for the Perceived Organizational Support variable (X1) are reliable. This means that the research instrument is consistent and can be relied upon to measure the intended variable. The results of the reliability test for the Career Development variable (X2) are presented in Table 4.9 below:

Tabel 4.9
Reliability Test Results for the Career Development Variable (X2)
Reliability Statistics

Cronbach's Alpha	N of Items
.762	10

Source: Data processed in 2025

Based on Table 4.9 above, the Cronbach's Alpha value is 0.762, which exceeds the reliability coefficient threshold of 0.60. Therefore, it can be concluded that all questionnaire items used to measure the Career Development variable (X2) are reliable, consistent, and dependable. The results of the reliability test for the Work Motivation variable (Y) are presented in Table 4.10 below

Table 4.10
Reliability Test Results for the Work Motivation Variable (Y)
Reliability Statistics

Cronbach's Alpha	N of Items
.783	12

Source: Data processed in 2025

Based on Table 4.10 above, the Cronbach's Alpha value is 0.783, which exceeds the reliability coefficient threshold of 0.60. Therefore, it can be concluded that all questionnaire items used to measure the Work Motivation variable (Y) are reliable, consistent, and dependable.

Validity Test

(X1) Organizational Support

After the questionnaires were collected from the respondents, a validity test was conducted on the data obtained. Validity indicates the extent to which a measurement instrument accurately and precisely performs its intended measurement function. The results of the validity test for the questionnaire items are presented in Table 4.11 below.

Table 4.11
Validity Test Results for the Organizational Support Variable (X1)

Item Code	Pearson Correlation (r-calculated)	Sig. (2-tailed)	Remarks
X1.1	0.380	0.007	Valid
X1.2	0.303	0.034	Valid
X1.3	0.436	0.002	Valid
X1.4	0.452	0.001	Valid
X1.5	0.386	0.006	Valid
X1.6	0.433	0.002	Valid
X1.7	0.462	0.001	Valid
X1.8	0.452	0.001	Valid
X1.9	0.501	0.000	Valid
X1.10	0.820	0.000	Valid
X1.11	0.375	0.008	Valid
X1.12	0.364	0.010	Valid
X1.13	0.462	0.001	Valid

Source: Data processed using SPSS 22, 2025

Based on the validity test results presented above, it can be concluded that all statement items for the Career Development variable (X2) are valid, as the calculated r-values are greater than the critical r-value and the significance values are below 0.05. The results of the validity test for the Work Motivation variable are presented below.

(X2) Career Development

Table 4.12
Validity Test Results for the Career Development Variable (X2)

Item Code	Pearson Correlation (r-calculated)	Sig. (2-tailed)	Remarks
X2.1	0.500	0.000	Valid

X2.2	0.436	0.002	Valid
X2.3	0.400	0.004	Valid
X2.4	0.452	0.001	Valid
X2.5	0.500	0.000	Valid
X2.6	0.455	0.001	Valid
X2.7	0.755	0.000	Valid
X2.8	0.452	0.001	Valid
X2.9	0.476	0.001	Valid
X2.10	0.580	0.000	Valid

Source: Data processed using SPSS 22, 2025

Based on the validity test results presented above, it can be concluded that all statement items for the Career Development variable (X2) are valid, as the calculated r-values are greater than the critical r-value and the significance values are below 0.05. The results of the validity test for the Work Motivation variable are presented below.

(Y) Work Motivation

Table 4.13
Validity Test Results for the Work Motivation Variable (Y)

Code Item	Pearson Correlation (r-calculated)	Sig. (2-tailed)	Remarks
Y1	0.835	0.000	Valid
Y2	0.549	0.000	Valid
Y3	0.480	0.000	Valid
Y4	0.303	0.034	Valid
Y5	0.326	0.022	Valid
Y6	0.433	0.002	Valid
Y7	0.400	0.004	Valid
Y8	0.835	0.000	Valid
Y9	0.952	0.000	Valid
Y10	0.833	0.000	Valid
Y11	0.952	0.000	Valid
Y12	0.833	0.000	Valid

Source: Data processed using SPSS 22, 2025

Based on the validity test results, all items for the Career Development variable are considered valid because the calculated r-values are greater than or equal to the critical r-value.

Normality Test

Table 4.14.
Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		49
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.10106739
Most Extreme Differences	Absolute	.153
	Positive	.153
	Negative	-.085
Test Statistic		.153
Asymp. Sig. (2-tailed) ^c		.006
Monte Carlo Sig. (2-tailed) ^d	Sig.	.005
	99% Confidence Interval	Lower Bound .003
		Upper Bound .007

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 299883525.

Source: Data processed using SPSS 22, 2025

The normality test using the One-Sample Kolmogorov-Smirnov Test yielded an Asymp. Sig. (2-tailed) value of 0.006 and a Monte Carlo Sig. (2-tailed) value of 0.005, both of which are below the significance level of 0.05. Therefore, it can be concluded that the residual data are not normally distributed.

Linearity

The linearity test is used to determine whether the model specification is appropriate.

Table 4.15.
Linearity Test
ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Y * X1	Between Groups	(Combined)	22.621	3	7.540	4.727	.006
		Linearity	12.408	1	12.408	7.778	.008
		Deviation from Linearity	10.213	2	5.107	3.201	.050
	Within Groups		71.787	45	1.595		
	Total		94.408	48			

Source: Data processed using SPSS 22, 2025

Based on the results of the linearity test, the following findings were obtained:

- Linearity: The F-value is 7.778, with a significance value of $0.008 < 0.05$. This indicates a significant linear relationship between variables Y and X1. This means that changes in X1 are associated with proportional changes in Y, following a straight-line relationship.
- Deviation from Linearity: The F-value is 3.201, with a significance value of $0.508 > 0.05$. This indicates that there is no significant deviation from linearity. Therefore, the relationship between Y and X1 can be considered linear overall.

Based on these results, it can be concluded that the relationship between Organizational Support (X1) and Work Motivation (Y) is linear. Therefore, variable X1 is suitable for inclusion in the multiple regression model to predict Y.

Table 4.16
Linearity Test for Career Development (X2)
ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Y * X2	Between Groups	(Combined)	29.797	3	9.932	6.918	<.001
		Linearity	29.633	1	29.633	20.639	<.001
		Deviation from Linearity	.164	2	.082	.057	.945
	Within Groups		64.611	45	1.436		
	Total		94.408	48			

Source: Data processed using SPSS 22, 2025

Linearity Test Results (X2 and Y)

- Linearity: The F-value is 20.639, with a significance value of $0.001 < 0.05$. This indicates a significant linear relationship between variable X2 and variable Y. In other words, an increase in X2 is associated with a proportional increase in Y.
- Deviation from Linearity: The F-value is 0.057, with a significance value of $0.945 > 0.05$.
- This indicates that there is no significant deviation from linearity. The relationship between X2 and Y follows a linear pattern and does not deviate into other forms of relationships, such as quadratic or curvilinear relationships.
- Therefore, it can be concluded that the relationship between X2 and Y is linear and stable, making X2 suitable for use in the multiple regression model to predict variable Y.

Multicollinearity

The multicollinearity test was conducted to determine whether there is a correlation among the independent variables in the regression model. The decision criteria are based on the Tolerance and Variance Inflation Factor (VIF) values. If the Tolerance value is greater than 0.10 or the VIF value is less than 10, it can be concluded that multicollinearity does not occur. Conversely, if the Tolerance value is less than 0.10 or the VIF value is greater than 10, multicollinearity is present.

Table 4.17
Multicollinearity Test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.337	3.502		.953	.346		
	X1	.494	.217	.269	2.281	.027	.966	1.035
	X2	.916	.211	.511	4.338	<.001	.966	1.035

a. Dependent Variable: Y

Source: Data processed using SPSS 22, 2025

Based on Table 4.17, the Tolerance values for all variables are greater than 0.10, while the VIF values are less than 10. This indicates that there is no multicollinearity among the independent variables in the regression model. Therefore, the model is suitable for further analysis.

Multiple Linear Regression

Table 4.18
Multiple Linear Regression Test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.337	3.502		.953	.346
	X1	.494	.217	.269	2.281	.027
	X2	.916	.211	.511	4.338	<.001

a. Dependent Variable: Y

Source: Data processed using SPSS 22, 2025

Based on the multiple linear regression analysis, the following regression equation was obtained:

$$Y = 3.337 + 0.494X1 + 0.916X2$$

The equation can be interpreted as follows:

1. The constant value of 3.337 is positive. This means that when Organizational Support (X1) and Career Development (X2) are both zero, Work Motivation (Y) has a value of 3.337.
2. The regression coefficient for X1 is 0.494, which is positive. This indicates that a one-unit increase in Organizational Support will increase Work Motivation by 0.494 units, assuming that the other variable remains constant.
3. The regression coefficient for X2 is 0.916, which is positive. This indicates that a one-unit increase in Career Development will increase Work Motivation by 0.916 units, assuming that the other variable remains constant.
4. In comparison, X2 makes a greater contribution to Work Motivation than X1, as indicated by both the regression coefficients and the standardized beta coefficients ($0.511 > 0.269$).

Correlation Coefficient (R)

Table 4.19
Correlation Coefficient (R) Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.619 ^a	.384	.357	1.125

a. Predictors: (Constant), X2, X1

Source: Data processed using SPSS 22, 2025

Based on Table 4.19, the R value is 0.619. Since this value exceeds 0.60, it indicates a strong relationship between Organizational Support (X1) and Career Development (X2), collectively, and Work Motivation (Y).

Determination

The coefficient of determination test was conducted to determine the extent to which the independent variables contribute to the dependent variable. Based on Table 4.20, the R Square value is 0.384. This means that 38.4% of the variation in Work Motivation (Y) can

be explained by Organizational Support (X1) and Career Development (X2), while the remaining 61.6% is influenced by other factors outside the research model. The Adjusted R Square value of 0.357 indicates that, after adjusting for the number of independent variables and the sample size, X1 and X2 can still explain 35.7% of the variation in Y. Therefore, the research model can be considered reasonably adequate, although some prediction error remains, as indicated by the Std. Error of the Estimate of 1.125.

F Test

Table 4.20
F Test
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.215	2	18.108	14.314	<.001 ^b
	Residual	58.193	46	1.265		
	Total	94.408	48			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: Data processed using SPSS 22, 2025

Based on the F-test results presented in Table 4.20, the independent variables have a significant effect on the dependent variable. This is indicated by the significance value of $0.000 < 0.05$, meaning that Organizational Support (X1) and Career Development (X2) simultaneously have a significant effect on Work Motivation (Y).

T Test

Tabel 4.21
T-test
Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.337	3.502		.953	.346
	X1	.494	.217	.269	2.281	.027
	X2	.916	.211	.511	4.338	<.001

a. Dependent Variable: Y

Source: Data processed using SPSS 22, 2025

Based on the t-test results presented in Table 4.21, both Organizational Support (X1) and Career Development (X2) have a significant effect on Work Motivation (Y). The significance value for X1 is $0.027 < 0.05$, while that for X2 is $0.000 < 0.05$, indicating that both variables have a significant positive effect. However, the effect of X2 is more dominant than that of X1.

CONCLUSION

Based on the research findings regarding the effects of perceived organizational support and career development on the work motivation of civil servants at UPTD Puskesmas Sungai Ambawang, it can be concluded that perceived organizational support has a positive and significant effect on employee work motivation. This indicates that organizational support, manifested through fairness, supervisor support, and favorable rewards and working conditions, can enhance employees' enthusiasm, drive, and willingness to perform their duties optimally. Employees who feel valued and cared for by their organization tend to have higher levels of work motivation in carrying out their duties and responsibilities.

Furthermore, career development has also been found to have a positive and significant effect on the work motivation of civil servants at UPTD Puskesmas Sungai Ambawang. Clear career paths, opportunities for self-development through training and education, and improvements in work quality provide employees with expectations and incentives to improve their performance. Well-planned and fair career development encourages employees to work harder by offering opportunities to enhance their competencies and advance to higher positions in the future.

Simultaneously, perceived organizational support and career development have a significant effect on the work motivation of civil servants at UPTD Puskesmas Sungai Ambawang. These findings indicate that employee work motivation is not influenced by a single factor alone but results from the synergy between strong organizational support and a clear, sustainable career development system. Through these two factors, employees can maintain stable work motivation and contribute to achieving organizational objectives, particularly in delivering optimal healthcare services to the community.

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