
**THE EFFECT OF CAREER DEVELOPMENT AND ORGANIZATIONAL
COMMITMENT ON THE MOTIVATION OF CIVIL SERVANTS AT THE
INSPECTORATE OF WEST KALIMANTAN PROVINCE**



Anisa Susanti¹

Universitas Muhammadiyah Pontianak, Pontianak, Indonesia
201310251@unmuhpnk.ac.id

Arninda²

Universitas Muhammadiyah Pontianak, Pontianak, Indonesia
arninda@unmuhpnk.ac.id

Abstract

This study aims to analyze the effect of career development and organizational commitment on the work motivation of Civil Servants (PNS) at the Inspectorate of West Kalimantan Province. The study employs a quantitative approach with an associative method. The research population consists of all Civil Servants at the Inspectorate of West Kalimantan Province (excluding the Inspector), totaling 114 individuals. The sample comprises 114 respondents selected using a saturated sampling technique. Data analysis includes validity and reliability tests, classical assumption tests, and multiple linear regression analysis. The results indicate that all instrument items are valid and reliable. The regression model yields the equation $Y = 1.139 + 0.310X_1 + 0.341X_2$. The correlation coefficient value is 0.615, indicating a strong relationship between career development and organizational commitment and work motivation. The coefficient of determination is 0.379, meaning that 37.9% of work motivation can be explained by career development and organizational commitment, while the remaining 62.1% is influenced by other variables not included in this study. The simultaneous test results show a significant simultaneous effect of career development and organizational commitment on work motivation. The partial test results indicate that career development has a significant partial effect on work motivation, and organizational commitment also has a significant partial effect on the work motivation of Civil Servants at the Inspectorate of West Kalimantan Province.

Keywords: Career Development, Organizational Commitment, Work Motivation

INTRODUCTION

Human resources hold a central position in determining organizational success in achieving objectives effectively and sustainably. In public sector organizations, the quality of human resources is a key determinant of government institutional performance, particularly in responding to increasing demands for accountability, transparency, and public service quality. Adamy (2016) explains that human resource management is a series of processes carried out by organizational leaders to acquire, retain, and develop the workforce, both in terms of quality and quantity, so that it can be optimally and efficiently utilized in achieving organizational goals. Therefore, human resource management cannot be limited to administrative functions alone, but must be directed toward strengthening the capacity and motivation of personnel on an ongoing basis.

Within government organizations, career development is one of the strategic mechanisms to improve the quality of civil servants. Sinambela (2016) states that career development is a systematic effort by organizations to plan, manage, and supervise employees' career paths as part of career management. The implementation of well-planned career development allows employees to gain diverse work experience, face higher levels of responsibility, and achieve predetermined career goals. This process not only impacts competency improvement, but also strengthens employees' self-confidence, which in turn contributes to increased work motivation. From an organizational behavior perspective, objective and transparent career development opportunities reflect the organization's concern for the sustainability of employees' careers.

In addition to career development, organizational commitment plays an important role in shaping employees' work attitudes and behaviors. Yusuf & Syarif (2017) define organizational commitment as employees' loyalty attitudes toward the organization, manifested through the desire to remain part of the organization, active involvement in achieving organizational goals, and the absence of intention to leave the organization under any circumstances. Employees with high levels of organizational commitment tend to have strong emotional attachment and a sense of responsibility, thus being more consistent in demonstrating optimal performance. In the context of public organizations, organizational commitment is a fundamental element in maintaining performance stability as well as personnel integrity.

Work motivation is an internal drive that moves employees to optimize their abilities and efforts in carrying out assigned tasks. Murti & Srimulyani (2013) state that motivation has a significant influence on employee work performance, where the drive to improve work quality, sense of responsibility, and optimistic attitudes in achieving success directly impact the resulting performance. High levels of work motivation increase the likelihood of achieving maximum work outcomes. Thus, work motivation cannot be separated from organizational policies related to career development and strengthening organizational commitment.

The Inspectorate of West Kalimantan Province is one of the Regional Apparatus Organizations that has a strategic function as the Government Internal Supervisory Apparatus (APIP) within the West Kalimantan Provincial Government. The existence of the Inspectorate of West Kalimantan Province is based on Law Number 23 of 2014 concerning Regional Government, which was last amended by Law Number 9 of 2015, which affirms the Inspectorate as a provincial regional apparatus. Furthermore, Regional Regulation of

West Kalimantan Province Number 148 of 2021 regulates the position, organizational structure, duties, functions, and work procedures of the Inspectorate of West Kalimantan Province as a Type A Inspectorate. The implementation of internal supervision functions through audits, reviews, evaluations, monitoring, and other supervisory activities is highly dependent on the competence and motivation of the employees who carry them out.

Based on personnel data in 2024, the Inspectorate of West Kalimantan Province has 115 employees consisting of Civil Servants and contract employees, with the largest number in IRBAN IV. The composition and number of employees reflect the complexity of workloads that require professional management. In organizational practice, work discipline is often used as an indicator to assess the level of employee motivation and commitment. The implementation of a fingerprint-based attendance system at the Inspectorate of West Kalimantan Province is intended to improve attendance recording accuracy as well as encourage employee work discipline.

Hasibuan (2020) states that absenteeism is a form of administrative record of employee absence that can be used to assess work discipline. Absenteeism data of Civil Servants at the Inspectorate of West Kalimantan Province during the 2022–2024 period show fluctuations, with absenteeism decreasing to 0.50% in 2023 and increasing again to 0.53% in 2024. The decrease in absenteeism indicates improved employee discipline, which may be influenced by organizational policies, levels of work motivation, and organizational commitment. Conversely, the increase in absenteeism in certain periods reflects challenges in maintaining consistent employee attendance, despite the implementation of administrative sanctions in the form of warnings to allowance deductions.

These findings are reinforced by interview results with one of the Civil Servants at the Inspectorate of West Kalimantan Province, who stated that employee absenteeism is generally caused by health conditions and other obligations outside of work. Nevertheless, unexcused absences remain an organizational concern because they have the potential to hinder the achievement of work targets and the effectiveness of supervisory functions. On the other hand, performance appraisal of Civil Servants at the Inspectorate of West Kalimantan Province during 2022–2024 shows a “Good” predicate, indicating that work results and work behavior are at a level consistent with expectations as regulated in the Regulation of the Minister of Administrative and Bureaucratic Reform Number 6 of 2022 concerning ASN Performance Management.

Although a number of studies have examined the relationship between career development, organizational commitment, and work outcomes, there are empirical limitations regarding the direct relationship of these three constructs with work motivation as the main variable. Several studies show that career development programs significantly affect career satisfaction and organizational commitment, but do not include work motivation as the main outcome variable in their analytical models. The study by Adhikari & Thapa (2025) found a correlation between career development and organizational commitment in the context of work performance, but the role of work motivation was not directly analyzed in the model. In addition, Hosen et al. (2024) explored the relationship between career satisfaction and organizational commitment without examining the impact of this relationship on work motivation, so the theory linking career structure, organizational attachment, and motivation has not been comprehensively confirmed. Furthermore, research conducted by Baidoun & Anderson (2024) included organizational commitment together

with career development and job satisfaction on employee performance, but did not position work motivation as the main dependent variable, leaving an empirical gap in understanding the simultaneous effects of career development and organizational commitment on work motivation, particularly in the public service sector (Chalil, & Santosa 2024).

As an effort to improve employee competence and professionalism, the Inspectorate of West Kalimantan Province continuously organizes various career development programs through education and training facilitated by the regional government and national institutions. These programs include ASN capacity-building socialization, functional education and training, workshops, virtual self-development activities, and professional certification training. Although career development programs have been implemented consistently, further study is needed to assess the extent to which career development and organizational commitment are able to empirically encourage the work motivation of Civil Servants.

Based on theoretical studies, empirical field conditions, and previous research findings, there is an urgency to conduct more in-depth research on internal factors that influence the work motivation of Civil Servants at the Inspectorate of West Kalimantan Province. Therefore, this study focuses on analyzing the effect of career development and organizational commitment on the motivation of Civil Servants at the Inspectorate of West Kalimantan Province using a quantitative approach to obtain objective and measurable empirical evidence.

REVIEW OF LITERATURE

Career Development

Career development is one of the fundamental aspects of human resource management oriented toward improving the quality and sustainability of employee performance. Sinambela (2016) defines career development as organizational efforts to plan and supervise employees' career paths through career management mechanisms. This definition emphasizes the active role of organizations in providing clear career direction and structure for employees. In line with this view, Busro (2020) views career development as an indicator of increasing individual status within the organization through predetermined career paths. This perspective emphasizes that career development is not incidental, but rather the result of a planned and integrated career system aligned with organizational structure. Thus, career development functions as a means to enhance motivation, loyalty, and employee readiness in facing greater responsibilities.

Busro (2020) states that career development can be measured through three main dimensions, namely career clarity, self-development, and improvement in work quality. The career clarity dimension is measured using indicators of clarity of promotion, opportunities to occupy leadership positions, and opportunities to hold certain positions in accordance with the structure. The self-development dimension is measured using indicators of opportunities to participate in various trainings, opportunities to continue education, and opportunities to attend various seminars. The work quality improvement dimension is measured using indicators of increased discipline, loyalty to the organization, and increased work motivation among employees.

Organizational Commitment

Organizational commitment is a psychological construct that describes the relationship between individuals and the organization in which they work. Yusuf & Syarif (2017) define organizational commitment as employees' loyalty attitudes reflected through the desire to remain in the organization, contribute to achieving goals, and not have intentions to leave the organization under any circumstances. This definition emphasizes the affective dimension and internal attitudes of employees toward their organization. Busro (2020) expands the understanding of organizational commitment as the embodiment of individuals' willingness, awareness, and sincerity to be actively bound within the organization. This commitment is reflected in the magnitude of effort, determination, and belief in achieving the organization's shared vision, mission, and goals. Thus, organizational commitment is not only related to membership continuity but also to the intensity of individual involvement in organizational activities. Meyer & Allen (2001), in Busro (2020), state that organizational commitment consists of three main dimensions: affective commitment, continuance commitment, and normative commitment.

Work Motivation

Work motivation is an internal factor that acts as the main driver of individual work behavior in organizations. Hasibuan (2016) states that motivation is a force that causes, channels, and supports human behavior so that individuals have the desire to work hard and enthusiastically in achieving optimal results. This definition emphasizes that motivation functions as psychological energy that drives work behavior. This view aligns with Robbins & Judge (2015), who define motivation as an individual's willingness to exert high levels of effort to achieve organizational goals, provided that the effort is able to satisfy personal needs. This definition emphasizes the reciprocal relationship between organizational goals and fulfillment of individual needs, so that motivation cannot be separated from the context of employees' personal needs.

From a needs perspective, Maslow's hierarchy of needs theory, as presented in Edison et al. (2018) explains that individual motivation is composed of five hierarchical levels of needs. Physiological needs are basic needs that include the fulfillment of biological aspects. After these needs are met, individuals will orient toward safety needs related to physical and psychological protection. At a higher level, individuals have needs for affection or acceptance in the social environment. Next, esteem needs reflect individuals' drive to achieve and gain recognition. At the top of the hierarchy, self-actualization needs describe individuals' desire to develop their potential and abilities to the fullest. In an organizational context, fulfillment of these needs is an important foundation in building sustainable work motivation.

RESEARCH METHOD

This study uses a quantitative approach aimed at empirically testing relationships and effects among variables. The quantitative approach was chosen because the data used in this study are processed using statistical techniques, so the analysis results are presented in numerical and mathematical forms (Sahir, 2021). This study is designed to analyze the effect of career development and organizational commitment on the motivation of Civil Servants at the Inspectorate of West Kalimantan Province. The data used consists of primary and secondary data. Primary data collection was carried out through two techniques: interviews and questionnaires. Interviews were conducted with the Head of IRBAN II at the Inspectorate

of West Kalimantan Province to obtain an initial overview of organizational and human resource conditions. Meanwhile, questionnaires were distributed to all Civil Servants at the Inspectorate of West Kalimantan Province, except the Inspector, to obtain respondents' perception data related to the research variables. Secondary data includes data on the number of employees by division, employee attendance data, and Civil Servant performance data.

The population in this study includes all Civil Servants at the Inspectorate of West Kalimantan Province, except the Inspector, totaling 114 people. The sampling technique used is saturated sampling, which determines samples by using the entire population as research samples (Sugiyono, 2022). Thus, the sample size is equal to the population size, namely 114 Civil Servants in 2025. This study uses two independent variables: career development (X_1) and organizational commitment (X_2), and one dependent variable: motivation (Y). Variable measurement was conducted using a five-point Likert scale. The Likert scale is used to measure attitudes, opinions, and perceptions of individuals toward social phenomena (Sugiyono, 2022), with scores ranging from strongly disagree (1) to strongly agree (5).

Data analysis was carried out quantitatively and systematically, beginning with instrument testing through validity and reliability tests. Validity testing used Product-Moment correlation with criteria of correlation coefficient > 0.30 , greater than r table, and significance value $\leq \alpha$, while reliability testing used Cronbach's Alpha method with reliability coefficient > 0.60 (Siregar, 2020). Next, classical assumption tests were conducted, including normality testing using One-Sample Kolmogorov–Smirnov, where probability (sig) > 0.05 indicates normal distribution, and probability (sig) < 0.05 indicates non-normal data (Siregar, 2020); linearity testing to ensure linear relationships between variables, where Sig. deviation from linearity > 0.05 indicates linear relationships (Ghozali, 2016); and multicollinearity testing by examining tolerance and Variance Inflation Factor (VIF) values, where tolerance ≥ 0.10 and VIF ≤ 10 indicate no multicollinearity among independent variables (Ghozali, 2016). Hypothesis testing was conducted using multiple linear regression analysis to determine the effect of career development and organizational commitment on motivation (Siregar, 2020), with relationship strength analyzed through Pearson Product-Moment correlation coefficient (Siregar, 2020) and the contribution of independent variables measured using the coefficient of determination (R^2) (Siregar, 2020). Simultaneous and partial effects were tested using F-tests and t-tests at a 5% significance level (Siregar, 2020), with all analyses conducted using SPSS for Windows version 26.

RESULTS AND DISCUSSION

Test Research Instruments

a. Validity Test

The validity test aims to assess the extent to which each statement item in the research instrument is able to represent the measured variable. An item is declared valid if the correlation between the item score and the total score shows a significant value. The test is conducted by correlating the scores of all questionnaire items, then the obtained correlation coefficient (r calculated) is compared with the r table. The r table value is determined based on degrees of freedom $df = n - 2 = 114 - 2 = 112$ at a significance level of 0.05, so the r table value obtained is 0.184. A summary of the validity test results for each item in each variable is presented in Table 1.

Table 1. Validity Test Results

Variable	Indicator	r-calculate	r-table	Description
Career Development (X1)	X1.1	0.562	0.184	Valid
	X1.2	0.543		
	X1.3	0.470		
	X1.4	0.612		
	X1.5	0.544		
	X1.6	0.532		
	X1.7	0.523		
	X1.8	0.604		
Organizational Commitment (X2)	X2.1	0.568	0.184	Valid
	X2.2	0.594		
	X2.3	0.509		
	X2.4	0.601		
	X2.5	0.631		
	X2.6	0.478		
	X2.7	0.549		
	X2.8	0.512		
Work Motivation (Y)	Y.1	0.518	0.184	Valid
	Y.2	0.552		
	Y.3	0.413		
	Y.4	0.504		
	Y.5	0.443		
	Y.6	0.424		
	Y.7	0.597		
	Y.8	0.436		
	Y.9	0.423		
	Y.10	0.528		

Source: Processed Data, 2025

Based on the validity test results shown in Table 1, it can be seen that all statement items have r-calculated values greater than the r-table value of 0.184. With these results, it can be concluded that all statement items contained in each variable are valid and can be used as instruments in this study.

b. Reliability Test

The reliability test aims to assess the consistency and dependability of statement items in the questionnaire as a measurement tool. The test is conducted using the Cronbach's Alpha method, where an instrument is declared reliable if the Cronbach's Alpha value ≥ 0.60 . The reliability test results for each variable are presented in Table 2.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Career Development (X1)	0.662	Reliable
Organizational Commitment (X2)	0.672	
Work Motivation (Y)	0.638	

Source: Processed Data, 2025

Based on the reliability test results shown in Table 2, the Cronbach's Alpha values obtained are > 0.60 ; therefore, all statement items in each variable are declared reliable and feasible to be used as instruments in this study.

Classical Assumption Test

a. Normality Test

The normality test aims to determine whether the research data follow a normal distribution. In this study, the normality test was conducted using the Kolmogorov–Smirnov method. The results of data analysis using SPSS related to the normality test are presented in Table 3.

Table 3. Normality Test Results

Test	Value
N (Sample)	114
Test Statistic	.074
Asymp.Sig.(2-tailed)	.163 ^c

Source: Processed Data, 2025

Based on the results of the normality test shown in Table 3, the Asymp. Sig. (2-tailed) value obtained is 0.163. This value is greater than the minimum significance limit of 0.05. Therefore, it can be concluded that the data in this study are normally distributed.

b. Linearity Test

The linearity test aims to assess whether there is a linear relationship between the independent variables and the dependent variable. The test is conducted using the Test for Linearity method. The results of the linearity test analysis with the assistance of SPSS are presented in Table 4.

Table 4. Linearity Test Results

Variable	Deviation from Linearity
Work Motivation *Career Development	0.793
Work Motivation *Organizational Commitment	0.564

Source: Processed Data, 2025

Based on the linearity test results shown in Table 4, the significance values of Deviation from Linearity are > 0.05 , thus it can be concluded that the relationships between the variables are linear.

c. Multicollinearity Test

The multicollinearity test aims to detect the presence of strong relationships among independent variables in the regression model. High correlations among independent variables can interfere with regression coefficient estimates and reduce model accuracy. The multicollinearity test results obtained through SPSS analysis are presented in Table 5.

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF
Career Development (X1)	.777	1.288
Organizational Commitment (X2)	.777	1.288

Source: Processed Data, 2025

Based on the multicollinearity test results shown in Table 5, it can be seen that the Career Development (X1) and Organizational Commitment (X2) variables have a VIF value of 1.288, which is less than 10.00, and a Tolerance value of 0.777, which exceeds the minimum value of 0.10. With these results, it can be confirmed that there is no multicollinearity symptom between the two independent variables in this study.

Hypothesis Test

a. Multiple Linear Regression Analysis

Multiple linear regression analysis aims to test the effect of two or more independent variables, both simultaneously and partially, on the dependent variable and to construct a predictive model describing relationships among variables. The results of data processing using SPSS produced regression coefficients presented in Table 6.

Table 6. Multiple Linear Regression Analysis Results

Variable	Coefficients	T Statistic	Significance Value
(Constant)	1.139	3.732	.000
Career Development	.310	3.395	.001
Organizational Commitment	.341	4.999	.000

Dependent Variable: Work Motivation

Source: Processed Data, 2025

Based on the results of the multiple linear regression analysis shown in Table 6 and referring to the multiple linear regression coefficient equation, the results can be explained as follows:

$$Y = 1.139 + 0.310X1 + 0.341X2$$

1. The constant (a) of 1.139 indicates that if the Career Development (X1) and Organizational Commitment (X2) variables are equal to zero, Work Motivation (Y) will increase by 1.139 units.
2. The regression coefficient (b1) indicates that if the Career Development variable increases by one unit, work motivation will increase by 0.310 units.
3. The regression coefficient (b2) indicates that if the Organizational Commitment variable increases by one unit, work motivation will increase by 0.341 units.

b. Correlation Coefficient and Determination Coefficient (R²)

The correlation coefficient is used to measure the strength level and direction of the relationship between two or more variables. In this study, the test was conducted using the Product Moment correlation technique. The correlation coefficient test results are presented in Table 7.

Table 7. Correlation Coefficient and Determination Coefficient (R²) Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.615 ^a	.379	.367	.61459

Predictors: (Constant), Organizational Commitment, Career Development
Dependent Variable: Work Motivation

Source: Processed Data, 2025

Based on the Correlation Coefficient test results shown in Table 7, the correlation (R) value obtained is 0.615. This value indicates that the relationship between the Career

Development and Organizational Commitment variables on Work Motivation is in the strong category, because it falls within the range of 0.60–0.799.

Based on the determination coefficient (R^2) test results shown in Table 7, the R-Square value obtained is 0.379. This value indicates that the Career Development and Organizational Commitment variables contribute 37.9% to Motivation. The remaining 62.1% is influenced by other variables not included in this research model.

c. Simultaneous Test (F test)

The simultaneous test (F test) aims to assess whether all independent variables together have a significant effect on the dependent variable. The results of simultaneous hypothesis testing using SPSS are presented in Table 8.

Table 8. Simultaneous Test Results (F test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.554	2	12.777	33.827	.000 ^b
	Residual	41.927	111	.378		
	Total	67.481	113			

a. Dependent Variable: Work Motivation

b. Predictors: (Constant), Organizational Commitment, Career Development

Source: Processed Data, 2025

Based on the simultaneous test (F test) results shown in Table 8, it is known that the calculated F value obtained is 33.827, which is greater than the F table value of 3.08, and the significance value obtained is 0.000, which is below 0.05. With these test results, it can be concluded that the Career Development and Organizational Commitment variables together have a positive and significant effect on Work Motivation.

d. Partial Test (t-test)

The partial test (t-test) is used to test the effect of each independent variable on the dependent variable individually. The partial test results are presented in Table 9.

Table 9. Partial Test Results (t-test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1.	(Constant)	1.139	.305		3.732	.000
	Career Development	.310	.091	.288	3.395	.001
	Organizational Commitment	.341	.068	.424	4.999	.000

a. Dependent Variable: Work Motivation

Source: Processed Data, 2025

Based on partial hypothesis testing (t-test) in Table 9, the calculated t results are then compared with the t-table. The t-table value is 1.658. The partial (t) test results shown in Table 9 can be explained as follows:

1. The calculated t value obtained for the Career Development variable (X1) is 3.395 > t table value of 1.658, and the significance value obtained is 0.001 < 0.05. Thus, it can be concluded that Ho is rejected and Ha is accepted. Based on these test results, it can be

interpreted that partially the Career Development variable has a positive and significant effect on Work Motivation.

2. The calculated t value obtained for the Organizational Commitment variable (X2) is $4.999 > t$ table value of 1.658, and the significance value obtained is $0.000 < 0.05$. Thus, it can be concluded that H_0 is rejected and H_a is accepted. Based on these test results, it can be interpreted that partially the Organizational Commitment variable has a positive and significant effect on Work Motivation.

The Effect of Career Development on Work Motivation

The research findings show that career development has a positive and significant effect on the work motivation of Civil Servants at the Inspectorate of West Kalimantan Province. This condition indicates that the certainty of career direction, opportunities for promotion, and the availability of education and training are important triggers for the emergence of employees' internal work drive. When an organization is able to present clear and realistic career prospects, employees tend to view their work as a long-term process worth striving for, thereby increasing the level of seriousness and responsibility at work. Theoretically, this result is consistent with Sinambela (2016), who positions career development as a planned and sustainable career management instrument. A consistent career development pattern encourages employees to perceive their work effort as a personal investment, which directly implies strengthening work motivation. Empirically, this tendency is also in line with the findings of Darmadinata (2024) as well as Rulianti and Nurlilah (2021), which show that career development contributes positively and significantly to work motivation, especially in organizational contexts that demand personnel professionalism.

The Effect of Organizational Commitment on Work Motivation

The results also indicate that organizational commitment has a positive and significant effect on the work motivation of Civil Servants at the Inspectorate of West Kalimantan Province. This confirms that emotional attachment, loyalty, and employees' willingness to remain part of the organization play a role in shaping the intensity of work drive. Strong commitment fosters a sense of belonging and moral responsibility toward the organization, which then encourages employees to work more consistently and be oriented toward achieving institutional goals. This view is in line with Yusuf and Syarif (2017), who interpret organizational commitment as a form of active loyalty reflected in individuals' willingness to provide tangible contributions to the organization. Empirical support is also seen in the study by Firdaus & Iqbal (2025), which proves a positive and significant effect of organizational commitment on ASN work motivation. Employees who understand their roles and feel recognized as an important part of the organization tend to have more stable and sustainable work motivation. Thus, organizational commitment can be positioned as a strategic internal psychological factor in shaping the work motivation of personnel in public organizations.

CONCLUSION

Based on the research results, it can be concluded that the instruments used to measure the variables of Career Development, Organizational Commitment, and Motivation have met the valid and reliable criteria, so they are feasible to serve as the basis for analysis. The correlation test results show a strong relationship between Career Development and

Organizational Commitment with the Motivation of Civil Servants at the Inspectorate of West Kalimantan Province, with a contribution of influence of 37.9%, while the remainder is influenced by other factors outside the study. Simultaneous regression testing proves that the two independent variables have a positive and significant effect on employees' work motivation. Partially, both Career Development and Organizational Commitment are each proven to have a positive and significant effect on Motivation, indicating that clarity of career paths, opportunities for self-development, and strong employee attachment to the organization play important roles in increasing work motivation. These findings confirm that improving employee motivation needs to be supported by planned career development policies and sustainable strengthening of organizational commitment. This study can serve as a reference for future studies by adding other variables beyond Career Development and Organizational Commitment, and expanding the objects and methods of research so that the results are more comprehensive. For the Inspectorate of West Kalimantan Province, it is necessary to strengthen career development through clear career paths, promotion transparency, and training aligned with position needs in order to improve employee motivation and performance.

REFERENCE

- Adamy, M. (2016). *Buku Ajar Manajemen Sumber Daya Manusia, Teori, Praktik, dan penelitian*. Unimal Press. Aceh.
- Adhikari, P., & Thapa, R. (2025). Measuring the impact of career development programs on employee career satisfaction and organizational commitment: A structural equation modeling approach. *International Journal of Research and Scientific Innovation (IJRSI)*, 12(4), 1440–1454. <https://doi.org/10.51244/IJRSI.2025.12040160>
- Baidoun, N., & Anderson, V. A. (2024). The relationship between career satisfaction and organizational commitment: evidence from the Kuwaiti banking sector. *European Journal of Training and Development*, 48(9), 873-895.
- Chalil, N. R., & Santosa, A. (2024). The Influence of Organizational Commitment, Job Satisfaction and Career Development on Employee Performance. *Research Horizon*, 4(3), 53–66. <https://doi.org/10.54518/rh.4.3.2024.269>
- Darmadinata. A. H. (2024). The Influence of Career Development and Compensation to Stimulate Motivation and the Impact on Performance of Venture Capital Officers PT PNM Venture Capital Representative Office. *International Journal of Scientific Multidisciplinary Research*, 2(12), 1881–1906. <https://doi.org/10.55927/ijsmr.v2i12.13108>
- Edison, E., Anwar, Y., & Komariyah, I. (2018). *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta.
- Firdaus, R., & Iqbal, M. A. (2025). The Effect of Organizational Commitment, Transformational Leadership and Work Motivation As Intervening Variables on Job Satisfaction of the Secretariat General of the Ministry of Industry. *International Journal of Education, Information Technology, and Others*, 8(2), 43-56.
- Ghozali, I. (2016). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 23*. Semarang: Badan Penerbit Universitas Diponegoro.

- Hasibuan, M. S. P. (2016) *Manajemen Sumber Daya Manusia* (Edisi revisi). Jakarta: PT Bumi Aksara.
- Hasibuan, M. S.P. (2020). *Manajemen Sumber Daya Manusia* (Edisi Revisi). Jakarta: PT. Bumi Aksara.
- Hosen, S., Hamzah, S. R., Ismail, I. A., Alias, S. N., Aziz, M. F. A., & Rahman, M. M. (2024). Training and development, career development, and organizational commitment as the predictor of work performance. *Heliyon*, 10(1). <https://doi.org/10.1016/j.heliyon.2023.e23903>
- Murti, H., & Srimulyani, V. A. (2013). Pengaruh Motivasi Terhadap Kinerja Pegawai Dengan Variabel Pemediasi Kepuasan Kerja Pada PDAM Kota Madiun. *Jurnal Riset Manajemen dan Akuntansi (JRMA)*, 1(1), 10-17
- Robbins, S. P., & Judge, T. A. (2015). *Perilaku organisasi edisi 16*. Jakarta: Salemba Empat.
- Rulianti, E., & Nurlilah, M. (2021). Pengaruh Pengembangan Karir Terhadap Kepuasan Kerja Yang Di Mediasi Motivasi Kerja Pada PT Tenma Indonesia. *Jurnal Ekonomi & Ekonomi Syariah*, 211-220.
- Sahir. (2021). *Metode Penelitian*. Yogyakarta: KBM Indonesia.
- Sinambela, L. P. (2016). *Manajemen Sumber Daya Manusia: Membangun Tim Kerja yang Solid untuk Meningkatkan Kinerja*. Jakarta: PT Bumi Aksara.
- Siregar, S. (2020). *Statistik untuk Penelitian: Data Primer dan Sekunder serta Teknik Pengumpulan Data*. Jakarta: Kencana.
- Sugiyono, S. (2022). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Yusuf, R. M., & Syarif, D. (2017). *Komitmen Organisasi: Definisi, Dipengaruhi dan Mempengaruhi*. Makassar: CV Nas Media Pustaka.