
THE EFFECT OF CAREER DEVELOPMENT AND SELF-ESTEEM ON THE JOB SATISFACTION OF CIVIL SERVANTS AT THE OFFICE OF THE MINISTRY OF RELIGIOUS AFFAIRS OF PONTIANAK



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Abstract

The development of Society 5.0 positions human resources as a strategic factor in achieving organizational goals, including in government institutions that deliver public services. The job satisfaction of Civil Servants (ASN) has become an important issue because it is associated with productivity, discipline, and service quality. Empirical data at the Office of the Ministry of Religious Affairs of Pontianak City for the period 2022–2024 indicate fluctuations in absenteeism, lateness, as well as a significant decline in promotions, which suggests the need to examine factors that influence job satisfaction. The research problem in this study is whether career development and self-esteem affect the job satisfaction of ASN at the Office of the Ministry of Religious Affairs of Pontianak City, both partially and simultaneously. This study aims to analyze the effect of career development and self-esteem on ASN job satisfaction based on empirical conditions during the period 2022–2024. The research method uses a quantitative approach with multiple linear regression analysis involving 92 ASN respondents. Instrument testing was conducted through validity and reliability tests, as well as classical assumption tests including normality, linearity, and multicollinearity. The results show that career development has a positive and significant effect on job satisfaction, self-esteem has a positive and significant effect on job satisfaction, and both variables simultaneously have a significant effect with a coefficient of determination of 74.8%. This study indicates that ASN job satisfaction is formed through the interaction of organizational structural factors and individual psychological factors, which has implications for career management and strengthening employees' psychological conditions in the public bureaucratic environment.

Keyword: Career Development, Self-Esteem, Job Satisfaction, Civil Servants

INTRODUCTION

The development of Society 5.0 positions human resources as a strategic factor in organizational sustainability, because the effectiveness of human resource utilization determines the achievement of organizational goals efficiently and in a directed manner (Adamy, 2016). Employee management includes career planning, self-development, as well as individual psychological conditions that relate to job satisfaction (Sukamdani, 2023). Job satisfaction is understood as an affective condition of employees that is directly related to the work and work situation experienced, and is reflected through productivity, absenteeism rates, and other work behaviors (Adamy, 2016; Hasibuan, 2023).

This scope is relevant to public sector organizations, especially government institutions that provide direct services to the community. The Office of the Ministry of Religious Affairs of Pontianak City is a vertical institution that carries out service, guidance, and religious administrative functions in accordance with Regulation of the Minister of Religious Affairs of the Republic of Indonesia Number 19 of 2019. In 2025, this institution had a total of 104 employees spread across various work units, with the largest concentration in the Administration Subdivision, which accommodates all honorary employees and the majority of ASN, both civil servants (PNS) and P3K (Office of the Ministry of Religious Affairs of Pontianak City, 2025).

Empirical data show dynamics in employee discipline and attendance. The absenteeism rate of civil servants at the Office of the Ministry of Religious Affairs of Pontianak City fluctuated during the period 2022–2024, with an increase from 0.17% in 2022 to 0.28% in 2023, then decreasing to 0.20% in 2024 (Office of the Ministry of Religious Affairs of Pontianak City, 2025). In addition, the number of late attendance records showed a sharp increase in 2023 by 112.5% compared to the previous year, although there was a decrease in 2024, lateness was still recorded at 133 incidents (Office of the Ministry of Religious Affairs of Pontianak City, 2025).

These issues intersect with career development dynamics and employees' psychological conditions. Career development is associated with commitment, loyalty, and a reduction in withdrawal tendencies from work, including absenteeism and lateness (Sukamdani, 2023; Lie et al., 2022). On the other hand, self-esteem is related to job satisfaction, discipline, and employees' work behavior, where individuals with high self-esteem tend to have a positive view of their work and show better time responsibility (Robbins & Judge, 2024; Mu'awanah, 2014).

The empirical relevance of this issue is strengthened by career development data at the Office of the Ministry of Religious Affairs of Pontianak City. The number of civil servants' promotions declined significantly, from 51 people in 2022 to 22 people in 2023 and only 5 people in 2024 (Office of the Ministry of Religious Affairs of Pontianak City, 2025). This condition occurred alongside variations in employee participation in education and training, where the number of employees participating in education increased during 2022–2024, while training participation fluctuated (Office of the Ministry of Religious Affairs of Pontianak City, 2025). Previous studies indicate that education and training are associated with career development, self-esteem, and employee job satisfaction (Modjo et al., 2022; Sutarto et al., 2022; Welkis et al., 2024).

The study by Usni & Mahdi (2025) found that work stress and employee engagement have a significant effect on ASN job satisfaction, indicating that job satisfaction is influenced by individual factors and working conditions. However, studies on the role of career

development and self-esteem on ASN job satisfaction, particularly in religious institutions at the city level, remain limited. Previous studies listed in the data show that career development is related to discipline, promotion, and job satisfaction (Sukamdani, 2023; Abdillah, 2021; Hadi & Tiarasiwi, 2015), while self-esteem is reported to be associated with performance, motivation, and promotion opportunities (Fauziah et al., 2023; Bohle et al., 2025). However, these studies generally place variables separately or focus on different organizational domains and sectors, and have not specifically examined the relationship between career development and self-esteem on the job satisfaction of Civil Servants in the Ministry of Religious Affairs at the city level.

Based on this gap, this study positions itself to examine career development and self-esteem simultaneously in relation to the job satisfaction of Civil Servants at the Office of the Ministry of Religious Affairs of Pontianak City, using empirical data from the period 2022–2024. The research focus is directed at the organizational background, employee characteristics, and career development dynamics reflected through education, training, promotion, and employee performance as recorded in institutional data. In line with these problems and the empirical framework, the purpose of this study is to identify and analyze the effect of career development and self-esteem on the job satisfaction of Civil Servants at the Office of the Ministry of Religious Affairs of Pontianak City, based on the data and actual conditions during the research period.

REVIEW OF LITERATURE

Career Development

Career development is defined as efforts to help employees achieve their personal and professional goals through training, guidance, and mentoring (Priatna et al., 2025). In the operational definition, career development is understood as efforts carried out by individuals and/or organizations to encourage employees to perform optimally (Busro, 2018). In the domain of human resource management, career development is positioned as part of regulating the roles of the workforce to be effective and efficient in supporting organizational and employee goals (Sukamdani, 2023), and it reflects the roles and relationships of humans within organizations (Sukardi et al., 2024). According to Busro (2018), the indicators of career development in this study refer to three dimensions, namely career clarity, self-development, and improvement of performance quality.

The relationship between career development and job satisfaction in the empirical framework is shown by previous research stating that career development has a significant effect on employee job satisfaction (Hulu et al., 2024). Job satisfaction is also positioned as an affective condition of employees toward aspects of work, so its relationship with career development can be interpreted through the dimensions of self-development and promotion opportunities that become part of employees' work experience (Munandar, 2004 in Indrasari, 2017).

Self Esteem

Self-esteem is defined as a factor that determines individual behavior (Ghufroon & Risnawita, 2010). In a more specific definition, self-esteem is described as an individual's fundamental belief regarding self-worth and the right to achieve success and happiness, which is manifested in acceptance of needs, desires, values, and the outcomes of efforts achieved (Branden, 1994). Self-esteem is also understood through individual characteristics, where individuals with high self-esteem are characterized by good self-confidence, a positive

attitude toward themselves, and a willingness to take responsibility, while individuals with low self-esteem are characterized by discomfort, low self-worth, and low confidence (Fauziah et al., 2019). The self-esteem indicators in this study refer to five aspects, namely feeling of security, feeling of identity, feeling of belonging, feeling of competence, and feeling of worth (Ghufron & Risnawita, 2010).

The relationship between self-esteem and job satisfaction is supported by empirical evidence from previous research stating that self-esteem partially has a positive and significant effect on employee job satisfaction (Salangka & Dotulong, 2015). Another study in a public service context shows that self-esteem has a positive effect on job satisfaction among employees (Indriyani et al., 2020). Thus, the empirical literature used in this study positions self-esteem as a psychological variable associated with job satisfaction through its influence on the individual's affective response to work.

Job Satisfaction

Job satisfaction is defined as an individual condition, because each individual has different levels of satisfaction according to the values that apply within themselves; the level of satisfaction increases when job aspects align with individual preferences (Indrasari, 2017). Job satisfaction is also understood as an affective or emotional response to various aspects of a job, so an individual may be satisfied with one aspect of the job but dissatisfied with another. From a management perspective, job satisfaction can be reflected through organizational behavior indicators such as productivity and absenteeism (Adamy, 2016), so job satisfaction is positioned as an affective state connected to employees' work experiences. The job satisfaction indicators in this study refer to five dimensions, namely satisfaction with the work itself, satisfaction with pay, promotion opportunities, satisfaction with supervision, and satisfaction with co-workers (Munandar, 2004 in Indrasari, 2017). Job satisfaction is positioned as the dependent variable measured through these dimensions and empirically linked to career development and self-esteem based on the previous research used, namely career development with job satisfaction (Hulu et al., 2024) and self-esteem with job satisfaction (Salangka & Dotulong, 2015).

RESEARCH METHOD

This study uses a quantitative approach with an associative research type, namely, research that aims to analyze the relationship between two or more variables (Siregar, 2019). This approach is used to test the relationship between career development and self-esteem on the job satisfaction of Civil Servants (ASN) at the Office of the Ministry of Religious Affairs of Pontianak City. The population in this study comprises all Civil Servants working at the Office of the Ministry of Religious Affairs of Pontianak City in 2025, totaling 92 people, excluding the Head of the Office. Given that the population size is relatively limited, the sampling technique used is total sampling, where all members of the population are used as the research sample (Sugiyono, 2023). Thus, the number of respondents in this study is 92 ASN.

Data collection was conducted through primary and secondary data. Primary data were obtained through distributing questionnaires. Interviews were conducted with the Head of the Administration Subdivision of the Office of the Ministry of Religious Affairs of Pontianak City to obtain a contextual understanding of organizational conditions and phenomena relevant to the research (Sugiyono, 2023). Questionnaires were used as the main research instrument because they are considered efficient in measuring respondents'

perceptions of the research variables, namely career development, self-esteem, and job satisfaction (Sugiyono, 2023). Meanwhile, secondary data were obtained from internal institutional documents, including staffing data, attendance, working hours, promotions, training, education, job promotions, and general organizational profiles.

The variables in this study consist of two independent variables and one dependent variable. The independent variables include Career Development (X1) and Self Esteem (X2), while the dependent variable is Job Satisfaction (Y) (Sugiyono, 2023). All variables were measured using a five-point Likert scale, which is used to measure attitudes, opinions, and perceptions of respondents toward the social phenomena studied (Sugiyono, 2023). Data analysis was conducted through several stages of statistical testing. The research instrument was first tested for validity using Pearson Product Moment correlation, with the criterion that the correlation coefficient is greater than the r-table value (Siregar, 2019). Next, instrument reliability was tested using Cronbach’s Alpha method with a minimum threshold of 0.60 to indicate measurement consistency (Siregar, 2019). Before hypothesis testing, classical assumption tests were conducted, including a normality test using the one-sample Kolmogorov–Smirnov, a linearity test using Test for Linearity, and a multicollinearity test by examining the Variance Inflation Factor (VIF) and tolerance values (Machali, 2021).

Hypothesis testing was conducted using multiple linear regression analysis to determine the effect of career development and self-esteem on ASN job satisfaction (Siregar, 2019). In addition, the strength of relationships among variables was analyzed using the Pearson correlation coefficient, while the magnitude of the contribution of independent variables to the dependent variable was analyzed through the coefficient of determination (R²). Simultaneous effects were tested using the F test, while partial effects of each independent variable were tested using the t test, with a significance level of 5% (Siregar, 2019).

RESULTS AND DISCUSSION

Test Research Instruments

a. Validity Test

The results of the validity test on the question items in the questionnaire for all variables to ensure that the instrument is able to measure the constructs under study are presented in Table 1.

Table 1.

Validity Test Results				
Variable	Indicator	r-count	r-table	Description
Career Development (X1)	X1.1	0.652	0.205	Valid
	X1.2	0.561		
	X1.3	0.558		
	X1.4	0.479		
	X1.5	0.554		
	X1.6	0.423		
	X1.7	0.604		
	X1.8	0.548		
	X1.9	0.569		
	X2.1	0.478	0.205	Valid

Self Esteem (X2)	X2.2	0.603	0.205	Valid
	X2.3	0.537		
	X2.4	0.543		
	X2.5	0.538		
	X2.6	0.609		
	X2.7	0.626		
	X2.8	0.453		
	X2.9	0.591		
	X2.10	0.488		
	X2.11	0.609		
	X2.12	0.626		
	Job Satisfaction (Y)	Y.1		
Y.2		0.576		
Y.3		0.552		
Y.4		0.547		
Y.5		0.576		
Y.6		0.492		
Y.7		0.576		
Y.8		0.552		
Y.9		0.547		
Y.10		0.576		
Y.11		0.528		
Y.12		0.531		
Y.13		0.464		
Y.14		0.576		
Y.15		0.574		

Source: Processed Data, 2026

Based on the results presented in Table 1, each indicator in the variables Career Development (X1), Self-Esteem (X2), and Job Satisfaction (Y) has an r-count value greater than the r-table value (0.205), therefore all research instruments are declared valid and feasible to use.

b. Reliability Test

The reliability test aims to assess the consistency of the measurement tool and was conducted using Cronbach's Alpha; the results of the reliability test are presented in Table 2.

Table 2.

Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Minimum Reliabilities	Description
career development (X1)	0,711	9	0.60	Reliable
Self Esteem (X2)	0,800	12		
Job satisfaction (Y)	0,829	15		

Source: Processed Data, 2026

Based on the reliability test results in Table 2, all research variables have Cronbach's Alpha values above 0.60, therefore all items are declared reliable and feasible to be used as data collection instruments.

Classical Assumption Test

a. Normality Test

The normality test was conducted to determine whether the data are normally distributed, which in this study was tested using the Kolmogorov–Smirnov method with the results presented in Table 3.

Table 3.
Normality Test Results

Test	Value
N (Sample)	92
Test Statistic	.062
Asymp.Sig.(2-tailed)	.200 ^{c,d}

Source: Processed Data, 2026

Based on the normality test results in Table 3 above, the Normality test result shows the Asymp. Sig K.S value of $0.200 > 0.05$, meaning that the residual data are normally distributed, and the normality assumption is fulfilled.

b. Linearity Test

The linearity test was conducted to determine the existence of a linear relationship between the independent variables and the dependent variable, tested using the Test for Linearity method, with the results presented in Table 4.

Table 4.
Linearity Test Results

Variable	Sig.Linearity	Description
Job satisfaction * career development	.000	Linear
Job satisfaction * Self-Esteem	.000	

Source: Processed Data, 2026

From Table 4, it can be concluded that the Sig. Linearity value is $0.00 < 0.05$, therefore the relationship between the variables Career Development (X1), Self-Esteem (X2), and Job Satisfaction (Y) is linear.

c. Multicollinearity Test

The multicollinearity test was conducted to ensure there is no high correlation among independent variables that can affect the accuracy and reliability of the regression model. The test results using SPSS are presented in Table 5.

Table 5.
Multicollinearity Test Results

Variable	Tolerance	VIF
career development	.625	1.601
Self esteem	.625	1.601
Dependent Variable: Job satisfaction		

Source: Processed Data, 2026

Based on Table 5 for the multicollinearity test, it can be concluded that there is no multicollinearity symptom because the tolerance value is 0.625 and the VIF value is 1.601.

Hypothesis Test

a. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to test the influence of independent variables on the dependent variable, both simultaneously and partially, and to form a

predictive model of the relationships among variables. The regression coefficient results based on SPSS analysis are presented in Table 6.

Table 6.
Multiple Linear Regression Analysis Results

Variable	Coefficients	T Statistic	Significance Value
(Constant)	1.733	.475	.636
career development	.873	7.814	.000
Self esteem	.538	6.484	.000

Dependent Variable: Job satisfaction

Source: Processed Data, 2026

Based on the multiple linear regression analysis results in Table 6, the multiple linear regression equation can be written as follows:

$$Y = 1.733 + 0.873 X1 + 0.538 X2$$

- 1) The constant (a) of 1.733 indicates that if the variables Career Development and Self Esteem are in a constant condition, then the estimated value of Job Satisfaction is 1.733.
- 2) The regression coefficient of Career Development (b_1) of 0.873 indicates that every one-unit increase in Career Development will be followed by an increase in the estimated value of Job Satisfaction by 0.873, assuming the Self Esteem variable is constant.
- 3) The regression coefficient of Self Esteem (b_2) of 0.538 indicates that every one-unit increase in Self Esteem will increase the estimated value of Job Satisfaction by 0.538, assuming the Career Development variable is constant.

b. Multiple Correlation Coefficient (R) Analysis

The processed data results of the Multiple Correlation Coefficient analysis are presented in Table 7.

Table 7.
Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865a	.748	.743	3.545

Predictors: (Constant), career development, self-esteem.

Source: Processed Data, 2026

Based on Table 7, it shows that the multiple correlation coefficient is 0.865, meaning that the relationship between Career Development and Self-Esteem with the Job Satisfaction of Civil Servants at the Office of the Ministry of Religious Affairs of Pontianak City is very strong.

c. Determination Coefficient (R²)

Based on the determination coefficient test results (R^2) presented in Table 7 above, the R-Square value obtained is 0.748, therefore the proportion of the influence of Career Development (X_1) and Self-Esteem (X_2) simultaneously on the Job Satisfaction (Y) of Civil Servants at the Office of the Ministry of Religious Affairs of Pontianak City is 74.8% and the remaining 25.2% is influenced by other variables not discussed in this study.

d. Simultaneous Test (F test)

The simultaneous test (F test) is used to determine whether all independent variables simultaneously have a significant effect on the dependent variable in a study. Based on the simultaneous hypothesis test results (F test) using SPSS, the simultaneous test results can be seen in Table 8.

Table 8.
Simultaneous Test Results (F test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	3324.072	1662.036	132.240	.000b
Residual	1118.580	12.568		

Dependent Variable: Job satisfaction

Predictors: (Constant), career development, Self Esteem.

Source: Processed Data, 2026

Based on Table 8 of the simultaneous test results (F Test), it is known that the F-count value is $132.240 > F\text{-table} (3.10)$ with a Sig. value of $0.000 < 0.05$, therefore H_0 is rejected, and H_a is accepted, and it is concluded that Career Development (X1) and Self-Esteem (X2) simultaneously have a significant effect on Job Satisfaction (Y) of Civil Servants at the Office of the Ministry of Religious Affairs of Pontianak City.

e. Partial Test (t-test)

The partial test (t-test) is used to test the influence of each independent variable on the dependent variable. The partial hypothesis testing results (t-test) using SPSS are presented in Table 9.

Table 9.
Partial Test Results (t-test)

Research Variable	Coefficients	T Statistic	Significance Value
(Constant)	1.733	.475	.636
career development	.873	7.814	.000
Self Esteem	.538	6.484	.020

Dependent Variable: Job satisfaction

Source: Processed Data, 2026

Based on Table 9, the effects of each variable, Career Development (X1) and Self-Esteem (X2), on Job Satisfaction (Y) of Civil Servants at the Office of the Ministry of Religious Affairs of Pontianak City are as follows:

- 1) The Career Development variable (X1) has a t-count value of $7.814 > t\text{-table} (1.987)$ with a Sig. value of $0.000 < 0.05$, therefore H_0 is rejected, and H_a is accepted, and it is concluded that Career Development (X1) partially has a significant effect on Job Satisfaction (Y) of Civil Servants at the Office of the Ministry of Religious Affairs of Pontianak City.
- 2) The Self-Esteem variable (X2) has a t-count value of $6.484 > t\text{-table} (1.987)$ with a Sig. value of $0.000 < 0.05$, therefore H_0 is rejected, and H_a is accepted, and it is concluded that Self-Esteem (X2) partially has a significant effect on Job Satisfaction (Y) of Civil Servants at the Office of the Ministry of Religious Affairs of Pontianak City.

The Effect of Career Development on Job Satisfaction

The partial test results indicate that Career Development has a positive and significant effect on the Job Satisfaction of Civil Servants at the Office of the Ministry of Religious Affairs of Pontianak City. This study shows that aspects of career development measured in this study such as career clarity, self-development, and improvement of performance quality, correlate with respondents' affective evaluations of their work. The results of this study are in line with the findings of Hulu et al. (2024), which state that career development has a significant effect on employee job satisfaction. The alignment of these results indicates that the relationship between career development and job satisfaction does not only occur in

certain sectors or organizations, but is also relevant in the public organization domain. This condition indicates that career development experiences, both through opportunities for education, training, and job levels, become part of work experiences that shape satisfaction perceptions. Thus, the statistical results obtained reflect the relationship between ASN career dynamics and job satisfaction in a city-level religious bureaucracy environment.

The Effect of Self-Esteem on Job Satisfaction

The partial test results show that self-esteem has a positive and significant effect on the Job Satisfaction of Civil Servants at the Office of the Ministry of Religious Affairs of Pontianak City. The results of this study are consistent with the research results of Wulandari et al (2020), showing that partial self-esteem has a positive and significant effect on job satisfaction, and are also in line with the research of Indriyani et al. (2020) in the context of public sector employees in a regional public hospital. The similarity of these results indicates that self-esteem as a psychological construct has a stable relationship with job satisfaction across various organizational contexts, including government institutions. In the context of the Office of the Ministry of Religious Affairs of Pontianak City, respondent characteristics, where most are married, have long working tenure, and are of middle productive age, can be associated with relatively established work experiences and social roles. These conditions have the potential to shape self-evaluation, which is then reflected in job satisfaction, as shown by the statistical testing results of this study.

The Simultaneous Effect of Career Development and Self-Esteem and the Strength of the Research Model

The simultaneous test results show that Career Development and Self-Esteem together have a significant effect on the Job Satisfaction of Civil Servants at the Office of the Ministry of Religious Affairs of Pontianak City. The significance of the F test indicates that the two independent variables collectively have a relationship with variations in respondents' job satisfaction. The results of this study show that job satisfaction does not stand on a single factor, but is related to a combination of structural and psychological factors. This result is in line with previous studies that link career development factors and individual psychological factors with job satisfaction simultaneously, as shown by Hulu et al. (2024) and Salangka and Dotulong (2015). For the Office of the Ministry of Religious Affairs of Pontianak City, these research results reflect that ASN job satisfaction is formed through the interaction between career development opportunities available in the organization and employees' self-evaluations of competence and self-worth. This research model, based on statistical results, shows the relationship of the two variables in explaining variations in job satisfaction in the research object.

CONCLUSION

This study shows that Career Development and Self-Esteem have a significant effect on the Job Satisfaction of Civil Servants at the Office of the Ministry of Religious Affairs of Pontianak City, both partially and simultaneously. Career Development has a positive and significant effect on Job Satisfaction, which indicates a relationship between employees' career experiences—including career clarity, self-development, and improvement of performance quality—and satisfaction evaluations of work. Self-esteem also has a positive and significant effect on Job Satisfaction, which indicates that variations in job satisfaction are related to differences in employees' self-evaluations regarding feelings of security, identity, social acceptance, competence, and self-worth. Simultaneously, Career

Development and Self Esteem explain variations in Job Satisfaction at a high level, while some other variations are influenced by factors outside the research model.

The results of this study strengthen the view that Job Satisfaction is formed through the interaction between organizational structural factors and individual psychological factors. Career Development represents a structural dimension related to career paths and work experiences in the organization, while Self-Esteem represents a psychological dimension related to employees' self-evaluations. By testing both variables simultaneously in the context of Civil Servants at a city-level Ministry of Religious Affairs institution, this study provides empirical evidence regarding the relationship of these two dimensions in explaining variations in ASN Job Satisfaction.

The results of this study also indicate that variations in the Job Satisfaction of Civil Servants at the Office of the Ministry of Religious Affairs of Pontianak City are related to the dynamics of career development and employees' self-esteem conditions as measured in this study. In addition, this study opens opportunities for future research to include other variables outside Career Development and Self-Esteem to explain the remaining variation in Job Satisfaction, as well as to test the consistency of relationships among variables in different government institutions or among respondents with diverse characteristics.

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