
**THE EFFECT OF JOB INVOLVEMENT AND CAREER DEVELOPMENT ON
WORK MOTIVATION OF CIVIL SERVANTS AT THE DEPARTMENT OF
PUBLIC HOUSING, SETTLEMENT AREAS, AND ENVIRONMENT OF
KETAPANG REGENCY**

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Abstract

This study aims to analyze the effect of Job Involvement and Career Development on the Work Motivation of Civil Servants at the Department of Public Housing, Settlement Areas, and Environment of Ketapang Regency. The study employed a quantitative approach with an associative method. The population consisted of all Civil Servants at the Department of Public Housing, Settlement Areas, and Environment of Ketapang Regency in 2025, totaling 69 employees. A census sampling technique was applied, in which the entire population was used as the research sample. Data analysis included validity and reliability tests, classical assumption tests, and multiple linear regression analysis. The results indicate that all research instrument items are valid and reliable. The regression model produced the equation $Y = 1.517 + 0.339X_1 + 0.290X_2$. The correlation coefficient value is 0.519, indicating a moderate relationship between Job Involvement and Career Development and Work Motivation. The coefficient of determination is 26.9%, meaning that Work Motivation can be explained by Job Involvement and Career Development, while the remaining 73.1% is influenced by other variables not included in this study. The simultaneous test results show that Job Involvement and Career Development jointly have a significant effect on Work Motivation. The partial test results demonstrate that Job Involvement has a significant effect on Work Motivation and that Career Development also has a significant effect on Work Motivation among Civil Servants at the Department of Public Housing, Settlement Areas, and Environment of Ketapang Regency.

Keyword: Job Involvement, Career Development, Work Motivation, Civil Servants

INTRODUCTION

Organizational development places human resources as a strategic element in organizational performance dynamics, as organizational success is influenced by structured management of human aspects within the human resource management function, ranging from procurement to development and maintenance of work relationships (Mangkunegara, 2017). In the context of work behavior, job involvement is understood as the level of psychological commitment of employees to their work, where work becomes an important part of self-identity and is associated with motivation and performance (Dessler, 2017). On the other hand, career development is explained as a process of increasing employee competence and opportunities through planned development mechanisms within organizations, which are associated with individual career planning and organizational support (Sukamdani, 2023). Work motivation itself is understood as an internal driver that encourages individuals to engage in work behavior diligently in accordance with duties and obligations and to be oriented toward achievement (Kadarisman, 2012).

The context of this study is the Department of Public Housing, Settlement Areas, and Environment of Ketapang Regency, which was established in 2017 as a merger of several regional work units, namely the Environmental Office, the Sanitation and Parks Department, and part of the Public Works Department. This organization carries out administrative functions, coordination of programs and budgets, monitoring and evaluation, preparation of performance and financial reports, public services, and bureaucratic reform including SAKIP, as well as technical duties in the fields of housing, settlement areas, and environment. Details of duties and work procedures of the Environmental Office of Ketapang Regency refer to Regent Regulation Number 42 of 2008. In 2025, the composition of civil servants in this institution was recorded at 70 people distributed across work units, with the largest proportion in the Pollution Control and Environmental Maintenance Division at 20.00% (Department of Public Housing, Settlement Areas, and Environment of Ketapang Regency, 2025).

The empirical problems of the study are based on indicators of discipline and employee development dynamics recorded during the 2022–2024 period. Civil servant absenteeism rates showed fluctuations, namely 0.71% in 2022, decreasing to 0.53% in 2023, then increasing to 0.57% in 2024 (Department of Public Housing, Settlement Areas, and Environment of Ketapang Regency, 2025). Fluctuations in discipline are also evident in the number of tardiness cases, namely 78 times (2022), increasing to 90 times (2023), and 88 times (2024), as well as early departures of 66 times (2022), increasing to 79 times (2023), and 80 times (2024) (Department of Public Housing, Settlement Areas, and Environment of Ketapang Regency, 2025). On the career development side, the number of promotions recorded was 5 people (2022), increasing to 9 people (2023), and decreasing to 4 people (2024), while training participation was 1 person (2022), 1 person (2023), and increased to 3 people (2024); educational participation was recorded at 5 people (2022), decreased to 4 people (2023), and returned to 5 people (2024) (Department of Public Housing, Settlement Areas, and Environment of Ketapang Regency, 2025). The number of employees promoted was recorded at 2 people (2022), decreased to 1 person (2023), and increased to 2 people (2024) (Department of Public Housing, Settlement Areas, and Environment of Ketapang Regency, 2025).

The scientific relevance of this issue is indicated by findings from previous studies used in the data. Astrina et al. (2024) state that employees with high job involvement tend to show better discipline, resulting in lower absenteeism. Sukamdani (2023) mentions that career development positively impacts absenteeism by increasing employee commitment and loyalty, thereby reducing withdrawal tendencies. Rahmah et al. (2024) explain that work motivation plays a role in improving discipline and task execution orderliness, while Pratama and Nurbudiawati (2022) show that work motivation significantly improves work discipline. The relationship between disciplinary behavior and job involvement is also noted by Grace et al. (2023), who show that employees with higher job involvement tend to demonstrate better discipline, while Setyaningsih et al. (2022) indicate that career development contributes to supporting the formation of work discipline through compliance with organizational rules.

The interrelationship of research variables also appears in career development indicators relevant to institutional dynamics. Septarina (2018) states that strong job involvement is associated with higher performance and commitment, which implies opportunities for career development and promotion. Career development is described as the progression of an individual's career path in job positions or ranks that can be achieved during the working period within an organization (Gunorso, 2003 in Busro, 2018). In the context of promotion processes, Abdillah & Utari (2022) state that career development has a significant opportunity for employee promotion, while Khaeriyah & Juhra (2021) show that work motivation plays a role in employee readiness for promotion through tendencies toward better performance and discipline. In addition, the relationship between competency development through training is also associated with job involvement by Sepang et al. (2023), who state that job training has a positive and significant effect on job involvement, while Sukamdani (2023) places training and courses as part of developmental opportunities in individual career development.

The research gap in this manuscript is identified from the structure of the available literature: some studies place job involvement in relation to discipline/absenteeism (Astrina et al., 2024; Grace et al., 2023), while others place career development in relation to absenteeism or promotion (Sukamdani, 2023; Abdillah & Utari, 2022), whereas studies related to work motivation in the data used are more often linked to work discipline or performance as behavioral consequences (Gunanto & Junaidi, 2025). Thus, the empirical relationships referred to tend to be fragmented across certain relational pairs, while studies positioning job involvement and career development simultaneously as predictors of work motivation in the context of civil servants at this institution have not been explicitly formulated in the referenced literature.

Based on this gap, this study is positioned to test the relationship between job involvement and career development on work motivation within a single model on the same object, namely Civil Servants at the Department of Public Housing, Settlement Areas, and Environment of Ketapang Regency, with organizational phenomenon periods referring to discipline and employee development data from 2022–2024 and work unit composition data from 2025 (Department of Public Housing, Settlement Areas, and Environment of Ketapang Regency, 2025). The relevance of this study is strengthened by the findings of Suparmin & Ahmadia (2026), which show that work motivation is not only influenced by organizational culture but is also significantly determined by individual factors such as self-efficacy,

indicating the presence of factors beyond structural organizational variables that play an important role in shaping work motivation of civil servants. Therefore, this study is interested in examining job involvement and career development as alternative variables suspected to influence employee work motivation.

In line with the problem formulation, the purpose of this study is to analyze the effect of job involvement and career development on work motivation among Civil Servants at the Department of Public Housing, Settlement Areas, and Environment of Ketapang Regency.

REVIEW OF LITERATURE

Job Involvement

Job involvement is understood as the mental and emotional involvement of employees in their work, which is psychological in nature and reflects holistic self-involvement, not merely skills or physical activity (Kaswan, 2015). Job involvement is also related to employee participation in decision-making processes concerning the organization, where employees perceive the organization as a reflection of collectively made decisions, thereby forming a sense of attachment to their work and organization (Suwatno, 2019). Thus, job involvement describes the extent to which work becomes an important part of an individual's identity in the work context.

The indicators of job involvement in this study refer to three dimensions proposed by Kaswan (2015), namely suggestion involvement, job involvement, and high involvement. Suggestion involvement is reflected in empowering employees to provide recommendations through formal mechanisms so that employee perspectives are heard. Job involvement is shown through job redesign that provides opportunities for employees to use more diverse skills. High involvement describes a broader level of employee involvement, including information sharing, development of teamwork and problem-solving skills, and participation in management decision-making at the work unit level.

Career Development

Career development is defined as a continuous process experienced by individuals through personal efforts to realize career planning goals aligned with organizational conditions, where career development space is influenced by the characteristics and structure of the organization in which the individual works (Busro, 2018). Career itself is understood as all jobs or positions held by a person throughout their working life (Handoko, 2003 in Busro, 2018). In an operational context, career development is viewed as the efforts of employees and organizations to encourage individuals to behave optimally in the course of their career journey (Busro, 2018).

The measurement of career development in this study refers to three dimensions proposed by Busro (2018), namely career clarity, self-development, and performance improvement. Career clarity is indicated through clear promotion opportunities, opportunities to hold leadership or deputy leadership positions, and opportunities to occupy positions according to organizational structure. Self-development includes opportunities to attend training, continue education, attend seminars, discussions, workshops, and competency courses to obtain skill certifications. Performance improvement is measured through increased self-discipline, loyalty, and increased motivation among employees (Busro, 2018).

Work Motivation

Work motivation is understood as the drive or driving force that causes individuals to take certain work actions or behaviors to achieve desired goals (Priansa, 2017). Motivation is also defined as the process that explains the intensity, direction, and persistence of individuals' efforts to achieve goals, reflecting the extent to which individuals are driven to maintain certain work behaviors (Robbins & Judge in Busro, 2018). Thus, work motivation describes internal conditions that influence employee work behavior in organizational contexts.

The indicators of work motivation in this study refer to McClelland's needs theory as proposed by Busro (2018), consisting of achievement needs, power needs, and affiliation needs. Achievement needs reflect individuals' drive to achieve certain standards and excel in challenging tasks. Power needs relate to the drive to influence others' behavior. Affiliation needs show individuals' desire to establish friendly and close interpersonal relationships.

RESEARCH METHOD

This study uses an associative approach to analyze the relationship between Job Involvement (X1) and Career Development (X2) on Work Motivation (Y) of Civil Servants at the Department of Public Housing, Settlement Areas, and Environment of Ketapang Regency. Associative research aims to determine the relationship between two or more variables in a research model (Siregar, 2019). Data were collected through primary and secondary data. Primary data were obtained through interviews with the Secretary of the Office and questionnaires distributed to employees in 2025 (Sugiyono, 2022), while secondary data included employee data, absenteeism, tardiness, early departures, promotions, training, education, and employee promotions sourced from the relevant institution (Siregar, 2019).

The research population consisted of all Civil Servants at the Department of Public Housing, Settlement Areas, and Environment of Ketapang Regency in 2025, totaling 69 people, excluding the Head of the Office. The sampling technique used was a census (total sampling), so that all population members were used as research samples (Sugiyono, 2022). The research variables consist of independent variables, namely Job Involvement (X1) and Career Development (X2), and the dependent variable, namely Work Motivation (Y). Variable measurement used a five-point Likert Scale to produce quantitative data that could be statistically analyzed (Sugiyono, 2022).

Data analysis began with instrument tests including validity tests using Product Moment correlation and reliability tests using Cronbach's Alpha, with reliability criteria if the coefficient was greater than 0.6 (Siregar, 2019). Classical assumption tests were then conducted, including normality tests using One-Sample Kolmogorov-Smirnov, linearity tests using Test for Linearity, and multicollinearity tests based on tolerance and VIF values (Siregar, 2019). The main analysis used multiple linear regression to test the effect of Job Involvement and Career Development on Work Motivation, accompanied by correlation coefficient (R) analysis to examine relationship strength, coefficient of determination (R²) to determine the contribution of independent variables, and simultaneous (F test) and partial (t test) tests to examine the significance of effects jointly and separately at a 5% significance level (Siregar, 2019).

RESULTS AND DISCUSSION

Test Research Instruments

a. Validity Test

The validity test is conducted to determine whether the questionnaire items accurately represent the construct being measured. The testing procedure is carried out by correlating the score of each item with the total score. The obtained correlation coefficient (r-calculated) is then compared with the r-table value. The r-table value is determined based on the degrees of freedom (df) = $n - 2 = 69 - 2 = 67$ at a significance level of 0.05, resulting in an r-table value of 0.236. The validity test results for each item across all variables are presented in Table 1.

Table 1. Validity Test Results

| Variable | Indicator | r-count | r-table | Description |
|-------------------------|-----------|---------|---------|-------------|
| Job Involvement (X1) | X1.1 | 0.726 | 0.236 | Valid |
| | X1.2 | 0.559 | | |
| | X1.3 | 0.531 | | |
| | X1.4 | 0.615 | | |
| | X1.5 | 0.648 | | |
| | X1.6 | 0.585 | | |
| | X1.7 | 0.588 | | |
| | X1.8 | 0.713 | | |
| | X1.9 | 0.672 | | |
| Career development (X2) | X2.1 | 0.566 | 0.236 | Valid |
| | X2.2 | 0.734 | | |
| | X2.3 | 0.711 | | |
| | X2.4 | 0.751 | | |
| | X2.5 | 0.578 | | |
| | X2.6 | 0.757 | | |
| | X2.7 | 0.682 | | |
| | X2.8 | 0.622 | | |
| | X2.9 | 0.677 | | |
| Work motivation (Y) | Y.1 | 0.704 | 0.236 | Valid |
| | Y.2 | 0.669 | | |
| | Y.3 | 0.680 | | |
| | Y.4 | 0.654 | | |
| | Y.5 | 0.609 | | |
| | Y.6 | 0.634 | | |
| | Y.7 | 0.656 | | |
| | Y.8 | 0.601 | | |
| | Y.9 | 0.631 | | |

Source: Processed Data, 2026

Based on Table 1, each indicator of Job Involvement (X1), Career Development (X2), and Work Motivation (Y) has an r-count value greater than the r-table value (0.236), so all research instruments meet validity standards and are considered appropriate for data collection.

b. Reliability Test

The reliability test aims to assess the consistency of the measuring instrument 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 |
|-------------------------|------------------|------------|-----------------------|-------------|
| Job Involvement (X1) | 0.804 | 9 | 0.60 | Reliable |
| Career development (X2) | 0.853 | 9 | | |
| Work motivation (Y) | 0.823 | 9 | | |

Source: Processed Data, 2026

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

Classical Assumption Test

a. Normality Test

The normality test was conducted to determine whether the data are normally distributed. In this study, normality was tested using the Kolmogorov-Smirnov method. The results of the analysis using SPSS are presented in Table 3.

Table 3. Normality Test Results

| Test | Value |
|----------------------|-------------------|
| N (Sample) | 69 |
| Test Statistic | .074 |
| Asymp.Sig.(2-tailed) | .200 ^c |

Source: Processed Data, 2026

Based on the normality test results in Table 3, the Asymp. Sig. (2-tailed) value is 0.200 > 0.05, indicating that the residual data are normally distributed and the normality assumption is fulfilled.

b. Linearity Test

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

Table 4. Linearity Test Results

| Variable | Sig.Linearity | Description |
|--------------------------------------|---------------|-------------|
| Work motivation * Job Involvement | .000 | Linear |
| Work motivation * Career development | .000 | |

Source: Processed Data, 2026

Based on Table 4, the Sig. linearity value is 0.000 < 0.05, indicating that the relationships between variables X1, X2, and Y are linear.

c. Multicollinearity Test

The multicollinearity test was conducted to ensure the absence of high correlations among independent variables that could affect the accuracy and reliability of the regression model. The results of the SPSS analysis are presented in Table 5.

Table 5. Multicollinearity Test Results

| Variable | Tolerance | VIF |
|--------------------|-----------|-------|
| Job Involvement | .706 | 1.416 |
| Career development | .706 | 1.416 |

Dependent Variable: Work motivation

Source: Processed Data, 2026

Based on Table 5, it can be concluded that there is no multicollinearity problem, as the tolerance value is 0.706 and the VIF value is 1.416.

Hypothesis Test

a. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to test the effect of independent variables on the dependent variable and to construct a predictive model of the relationships among variables. The regression coefficients based on SPSS analysis are presented in Table 6.

Table 6. Multiple Linear Regression Analysis Results

| Variable | Coefficients | t Statistic | Significance Value |
|--------------------|--------------|-------------|--------------------|
| (Constant) | 1.517 | 2.753 | .008 |
| Job Involvement | .339 | 2.502 | .015 |
| Career Development | .290 | 2.213 | .030 |

Dependent Variable: Work Motivation

Source: Processed Data, 2026

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

$$Y = 1.517 + 0.339 X_1 + 0.290 X_2$$

- 1) The constant (a) of 1.517 indicates that when Job Involvement (X₁) and Career Development (X₂) are equal to zero, Work Motivation (Y) is predicted to have a value of 1.517.
- 2) The regression coefficient (b₁) of 0.339 indicates that a one-unit increase in Job Involvement is associated with an increase of 0.339 units in Work Motivation.
- 3) The regression coefficient (b₂) of 0.290 indicates that a one-unit increase in Career Development is associated with an increase of 0.290 units in Work Motivation.

b. Correlation Coefficient Analysis (R)

The correlation coefficient is used to measure the strength and direction of the relationship between two or more variables. In this study, correlation analysis was conducted using the Product Moment method. The results 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 | .519a | .269 | .247 | .16820 |

Predictors: (Constant), Career development, Job Involvement.

Source: Processed Data, 2026

Based on Table 7, the multiple correlation coefficient is 0.519, indicating that the relationship between Job Involvement and Career Development on Work Motivation is in the moderate category, as it falls within the range of 0.40–0.599.

c. Determination Coefficient Analysis (R²)

Based on the coefficient of determination (R^2) test results shown in Table 7, the R-Square value is 0.269. This value indicates that Job Involvement and Career Development contribute 26.9% to Work Motivation, while the remaining 73.1% is influenced by other variables not included in this research model.

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 results of the simultaneous hypothesis test (F Test) using SPSS, the results of the simultaneous testing can be seen in Table 8.

Table 8. Simultaneous Test Results (F test)

| Model | Sum of Squares | Mean Square | F | Significance |
|------------|----------------|-------------|--------|--------------|
| Regression | .688 | .344 | 12.155 | .000b |
| Residual | 1.867 | .028 | | |

Dependent Variable: Work motivation

Predictors: (Constant), Career development, Job Involvement.

Source: Processed Data, 2026

Based on Table 8 of the simultaneous test results (F test), it is known that the calculated F value obtained is 12.155, which shows a value greater than the F table value of 3.14, as well as the significance value obtained of 0.000, which is below 0.05. With these test results, it can be concluded that the variables Career Development and Job Involvement simultaneously have a significant effect on Work Motivation.

e. Partial Test (t test)

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

Table 9. Partial Test Results (t test)

| Research Variable | Coefficients | t Statistic | Significance Value |
|--------------------|--------------|-------------|--------------------|
| (Constant) | 1.517 | 2.753 | .008 |
| Job Involvement | .339 | 2.502 | .015 |
| Career development | .290 | 2.213 | .030 |

Dependent Variable: Work motivation

Source: Processed Data, 2026

Based on Table 9, the calculated t value is compared with the t table value. The t table value is 1.667. The results of the t test (Partial) in Table 4.18 can be described as follows:

- 1) The calculated t value obtained for the Job Involvement variable (X_1) is 2.502 > the t table value of 1.667 and the significance value obtained is 0.015 < 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 Job Involvement variable has a positive and significant effect on Work Motivation.
- 2) Nilai The calculated t value obtained for the Career Development variable (X_2) is 2.213 > the t table value of 1.667 and the significance value obtained is 0.030 < 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 Career Development variable has a positive and significant effect on Work Motivation.

DISCUSSION

The Effect of Job Involvement on Work Motivation

The partial test results indicate that Job Involvement (X1) has a positive and significant effect on Work Motivation (Y). The positive regression coefficient demonstrates that an increase in employees' level of involvement in their work is associated with a corresponding increase in work motivation. Empirically, this finding suggests that psychological engagement with one's job is not limited to formal participation, but also plays a role in strengthening individuals' internal drive to perform optimally. Conceptually, job involvement enhances individuals' identification with their roles and responsibilities, thereby encouraging them to achieve higher performance standards. This result is consistent with the findings of Muvida & Almanshur (2022), who reported that employee involvement has a positive and significant influence on motivation, indicating that higher levels of work engagement tend to be accompanied by stronger work motivation.

The Effect of Career Development on Work Motivation

Career Development (X2) is also found to have a positive and significant partial effect on Work Motivation (Y). This finding indicates that employees' perceptions of career advancement opportunities within the organizational structure are associated with increased motivation. Empirically, promotion opportunities, rank advancement, and access to training programs may generate expectations of professional growth, which in turn encourage employees to maintain or improve their performance. This result aligns with Safitri (2018), who found that career development significantly influences employee motivation, suggesting that clearer and more accessible career paths contribute to stronger work motivation.

The Simultaneous Effect of Job Involvement and Career Development on Work Motivation

The simultaneous test results show that Job Involvement (X1) and Career Development (X2) jointly have a significant effect on Work Motivation (Y). This finding indicates that work motivation is not shaped by a single determinant, but rather by the interaction between individual psychological conditions and organizational career management systems. Job involvement represents the internal psychological dimension of employees' attachment to their roles, while career development reflects the structural dimension of organizational support for professional growth. Together, these factors contribute collectively to variations in work motivation. However, the relatively moderate coefficient of determination suggests that a substantial portion of work motivation is explained by other variables not included in the model. Therefore, although both variables are statistically significant, their explanatory power remains partial. This result is consistent with Rahmawati & Ahmadia (2025), who also reported a significant simultaneous influence of job involvement and career development on work motivation.

CONCLUSION

This study analyzes the effect of Job Involvement and Career Development on Work Motivation of Civil Servants at the Department of Public Housing, Settlement Areas, and Environment of Ketapang Regency involving 69 respondents. The results of the multiple linear regression analysis produce the equation $Y = 1.517 + 0.339X_1 + 0.290X_2$, which shows that Job Involvement and Career Development have a positive direction of relationship with Work Motivation. The correlation coefficient value of 0.519 indicates a moderate level of relationship, while the coefficient of determination value of 26.9% indicates that the two

variables explain part of the variation in employee work motivation. The simultaneous test results show that both variables together have a significant effect on work motivation, while the partial test results show that each variable also has a significant effect separately. Thus, this study positions Job Involvement and Career Development as variables that are relevant in explaining variations in work motivation, although their contribution is limited and does not cover the overall factors that influence employee work motivation. The proportion of work motivation variation of 73.1% that is not explained by the model indicates the existence of room for future research development. Future research can consider adding other variables that have not been examined, such as leadership, organizational culture, reward systems, or work environment, as well as using broader methods and sample sizes. In addition, these findings provide an empirical basis for institutions to review policies related to job involvement and career development as part of human resource management related to employee work motivation, without making generalizations beyond the research context.

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