

Research Article

The Influence of Organizational Culture and Career Development on the Motivation of Civil Servants in the General Section of the Regional Secretariat of Ketapang Regency

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ABSTRACT

This study aims to analyze the influence of organizational culture and career development on the motivation of Civil Servants working in the General Section of the Regional Secretariat of Ketapang Regency. The research approach uses a quantitative method with an associative design. The research sample consists of all 37 respondents in the General Section, determined using a saturated sampling technique. Primary data were collected through interviews and questionnaires, while secondary data were obtained from staffing documents related to discipline, performance, training, and promotion. Data analysis includes instrument testing, classical assumption testing, and multiple linear regression. The results of the study show that organizational culture has a positive and significant influence on motivation, and career development is also proven to have a positive and significant influence on motivation. Simultaneously, both variables contribute 44.2 percent to the variation in employee motivation. This study emphasizes the importance of the quality of organizational culture and the clarity of career pathways in encouraging the motivation of public sector employees. Its practical implications include the need for structuring work culture development, equal distribution of training opportunities, and a more transparent promotion mechanism. Future studies may include other variables such as leadership, compensation, or workload so that employee motivation can be understood more comprehensively.

Keywords: Organizational Culture; Career Development; Motivation

1. INTRODUCTION

Human resources are a decisive element for the continuity and competitiveness of organizations in both private and public sectors. Without competent and motivated human resources, the processes of planning, implementation, and evaluation of policies will not run optimally. Proper human resource management is the key for organizations to achieve their vision and mission. Every organization requires continuous adjustment in order to keep developing (Sindia & Mahdi 2025). In the management perspective, motivation is viewed as a driving force that causes, directs, and maintains work behavior so that individuals are willing to exert their energy and mind to achieve the expected results (Hasibuan, 2016). In governmental bureaucracy, the issue of employee motivation is increasingly crucial because the performance of the apparatus is directly related to the quality of public services and the legitimacy of institutions in the eyes of society.

Various studies affirm that organizational culture and career development are two important factors that explain variations in work motivation and employee behavior. Organizational culture is understood as a set of norms and values that guide the behavior of organizational members so that individuals tend to adjust themselves in order to be accepted by their work environment (Luthans, 2006). A positive organizational culture is able to support employees in improving their performance, while a weak or negative culture can hinder and even contradict organizational goals (Sari & Mahdi, 2025). On the other hand, career development is a process of increasing individual work ability to achieve the career levels available in the organization (Supriadi, 2022). Ehlert & García-Morán, (2022) find that career development supported by training, work support, and a creative environment can reduce absenteeism through increased motivation and job satisfaction. Meanwhile, Setiawan et al., (2024) indicate a negative correlation between motivation and absenteeism level, meaning that the lower the motivation, the higher the tendency to be absent. These findings underline that organizational culture and career development affect not only performance but also discipline and employee attendance.

Ketapang Regency in West Kalimantan is one of the regions that is strengthening the capacity of its governmental governance. The Regional Secretariat Setda of Ketapang Regency, located at Jl. Jend. Sudirman No. 37 Mulia Baru, Delta Pawan, holds a strategic role in the management of governmental administration. The Regional Secretary is tasked with assisting the Regent in the formulation of policies and coordination of the implementation of the duties of regional apparatus. The Ketapang Regent Regulation Number 25 of 2022 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of the Regional Secretariat affirms the structure and role of each section, including the General Section which becomes the backbone of administrative support, meeting facilitation, archive management, staffing,

household affairs, and protocol. Staffing data for 2025 show that Setda Ketapang has a relatively large composition of employees spread across three assistants, in which the General Section absorbs around one quarter of Civil Servants PNS and more than half of non PNS employees within Setda. This position makes the General Section a very important unit in ensuring the smooth daily operations of the government and at the same time an arena for implementing organizational culture values at the basic level of bureaucracy.

Formally, the General Section of Setda Ketapang has implemented a fingerprint attendance system twice a day with working hours Monday to Thursday from 07.15 to 15.30 Western Indonesian Time and Friday from 07.15 to 15.30 Western Indonesian Time with adjusted break times. Attendance data for the years 2022 to 2024 show a downward trend in PNS absenteeism rates, from 6,63 percent in 2022 to 3,42 percent in 2023 and 3,29 percent in 2024. Numerically, this decrease can be read as an indication of improved formal attendance. However, this positive interpretation needs to be critically examined. The results of an interview with the Head of the General Section, M. Junaidi Wiranta, S.Hut, reveal that there are still employees who arrive late and leave before the scheduled time. This means that attendance recorded quantitatively does not yet fully reflect the level of discipline expected within the framework of the work culture of civil servants.

Disciplinary violation data for the period 2022 to 2024 show a sharp decline in certain aspects, but violations related to leaving early fluctuate and even increase in 2024. This pattern illustrates that although efforts to tighten attendance have succeeded in reducing the frequency of lateness, the behavior of leaving before the end of working hours remains a problem. These findings are at once consistent with and in contrast to the literature. On one hand, an organizational culture that emphasizes job challenges, effective communication, and managerial support should be able to suppress absenteeism Pihl-Thingvad et al. (2024). Clear career development and a creative work environment also have the potential to reduce absence (Ehlert & García-Morán, 2022), while high motivation correlates with low absenteeism (Setiawan et al., 2024). On the other hand, the existence of significant lateness and early departure data indicates that the internalization of culture and the career development system in the General Section have not fully succeeded in encouraging discipline as a routine behavior.

Amid this dynamic, performance appraisal of PNS in the General Section for the years 2022 to 2024 shows that the majority of employees fall into the category “Baik” and one structural official receives the rating “Sangat Baik” based on the classification of Permen PANRB Number 6 of 2022. Administratively, this illustrates performance achievements that are in line with organizational expectations. However, when compared with discipline data and attendance patterns, a question arises as to whether the performance appraisal instrument has been sufficiently sensitive in capturing aspects of work behavior such as punctuality and compliance with working hours. In the same period, the number of promotions varies, while employee transfers tend to increase. Position promotion and transfer are parts of the career development mechanism. Previous studies show that an organizational culture that is fair and transparent influences promotion opportunities (Oktaviani & Handayani, 2025), and that position promotion has a positive effect on career development (Wahyuni et al., 2023) as well as work motivation (Asaari et al., 2019). Training that is properly designed can strengthen organizational culture (Almarashdah, 2024), support career development (Niati et al., 2021), and increase motivation and employee competence (Khoirurrahman et al., 2021). In the General Section of Setda Ketapang, the highest number of training participants comes from the position of General Administration Officer and several other administrative units, but it is not yet clear to what extent the distribution of this training is perceived as fair, relevant, and effective by PNS as part of their career development path.

From the perspective of organizational culture, civil servants in the General Section of Setda Ketapang formally adhere to the core value “BerAKHLAK”. The internalization of these values is carried out through coaching activities, such as the event “Review Internalisasi Core Value ASN BerAKHLAK” in June 2025. The assessment of implementation shows that some values, such as service orientation, loyalty, and adaptability, are considered “already appropriate”, while the aspects of competence, harmony, and collaboration are only “partly appropriate”. This condition indicates that the process of cultivating culture is not yet complete and may have implications for the work motivation of civil servants, especially in terms of their sense of belonging to the organization, their spirit of collaboration, and their readiness to face change. The study by Firanti et al. (2021) shows that a positive organizational culture has a significant effect on work motivation because it is able to create an organizational atmosphere that supports and encourages members to contribute. If these findings are drawn into the context of regional bureaucracy, the imperfect implementation of the BerAKHLAK values in the General Section may be one of the factors explaining why work behaviors that are not yet aligned with the expected standards of discipline and professionalism still appear.

Theoretically, a number of previous studies have examined the relationships among organizational culture, career development, motivation, discipline, and performance in various organizational contexts. Organizational culture has been proven to affect employee performance (Kuswati, 2020), career development affects employee performance (Suryanitko & Lumintang, 2018), and work motivation and job satisfaction significantly influence performance (Pratama & Al Musadieq, 2015). However, most of these studies were conducted in private companies, educational institutions, or non governmental organizations, with a primary focus on performance or discipline as the dependent variable. Research that simultaneously examines the influence of organizational culture and career development on the motivation of civil servants in the environment of the Regional Secretariat, particularly in the General Section which acts as the internal service center, is still relatively limited. In addition, studies that integrate the context of national regulations, namely the BerAKHLAK values and the civil servant performance appraisal system, regional regulations such as Ketapang Regent Regulation Number 25 of 2022, and empirical data on attendance, disciplinary violations, promotion, transfer, and training in a comprehensive manner are still rarely found. This gap opens space for quantitative research that systematically tests how variations in organizational culture and career development are related to the level of work motivation of civil servants in strategic administrative units within local government.

Based on this description, this study aims to analyze the influence of organizational culture and career development on the motivation of Civil Servants in the General Section of the Regional Secretariat of Ketapang Regency. A quantitative

approach is chosen to test the relationships among variables in a measurable way and to allow generalization to the population of civil servants in the unit. Theoretically, this research is expected to enrich studies of public sector human resource management by providing empirical evidence regarding the role of organizational culture and career development on the motivation of civil servants within the framework of the BerAKHLAK values and a formally regulated performance governance system. Practically, the results of this study are expected to provide input for the Government of Ketapang Regency, particularly the General Section of Setda, in designing strategies for strengthening organizational culture, structuring the career system, and developing more targeted training programs to increase motivation, reduce disciplinary violations, and support a more responsive and accountable bureaucratic performance.

2. RESEARCH METHOD

This study employs a quantitative approach with an associative research design. According to [Siregar \(2022\)](#), associative research is used to determine the relationship between two or more variables so that an explanation with predictive and control functions can be constructed. This study aims to examine the relationship and influence of organizational culture and career development variables on the motivation of Civil Servants. The research population consists of all Civil Servants working in the General Section of the Regional Secretariat of Ketapang Regency in 2025. Based on staffing records, the number of Civil Servants in this unit is 37 people, excluding the Head of the General Section. All members of the population were included as respondents, and therefore the study applies a saturated sampling technique. According to [Sugiyono \(2020\)](#), saturated sampling is a technique in which all members of the population are used as the sample. Thus, the sample size in this study is 37 Civil Servants in the General Section of the Regional Secretariat of Ketapang Regency. Data collection techniques involve both primary and secondary data. Primary data were obtained through two procedures. First, an interview with the Head of the General Section of the Regional Secretariat of Ketapang Regency to obtain preliminary information regarding organizational culture, career development, and issues related to employee motivation and discipline. Second, a structured questionnaire was distributed to all Civil Servants in the General Section. The questionnaire contains written statements that must be completed by respondents and serves as the main technique for quantitative data collection ([Sugiyono, 2020](#)). Secondary data were obtained from official documentation of the General Section of the Regional Secretariat of Ketapang Regency. These data include employee composition, task distribution, working hours, attendance rates, disciplinary violations, performance appraisal results, and records of employees who received promotions, transfers, or training.

This study involves two independent variables and one dependent variable. The independent variables consist of organizational culture X_1 and career development X_2 , while the dependent variable Y is work motivation. All indicators were measured using a five-point Likert scale. This scale was chosen because it is suitable for measuring attitudes, opinions, and perceptions of respondents toward social phenomena ([Sugiyono, 2020](#)). According to [Edison et al. \(2016\)](#), the dimensions used to measure organizational culture are as follows: self-awareness, aggressiveness, personality, performance, and team orientation. According to [Busro \(2020\)](#), the dimensions of career development consist of: career clarity, self-development, and improvement in performance quality. According to Herzberg (1966) as cited in [Robbins \(2017\)](#), the dimensions of motivation include: achievement, the work itself, responsibility, and advancement.

Data analysis was conducted through several sequential stages to ensure the quality and feasibility of the model. The first stage was the instrument test, which included validity and reliability testing. The validity of each item was examined using product moment correlation with criteria of a t-count values greater than the t-table ([Sugiyono 2022](#)). Instrument reliability was measured using Alpha Cronbach, and an instrument is considered reliable if the r_{11} coefficient exceeds 0.60 ([Siregar, 2022](#)). The next stage was classical assumption testing to ensure the regression model could be applied appropriately. Residual distribution was tested using Kolmogorov Smirnov to determine normality ([Siregar, 2022](#)). The linearity of relationships between variables was assessed using the Test for Linearity at a significance level of 0.05 ([Siregar, 2022](#)). Multicollinearity was examined by reviewing the Tolerance and the Variance Inflation Factor VIF values, where no multicollinearity is present if the Tolerance value is greater than 0.10 and the VIF value is below 10 ([Ghozali, 2018](#)). After all assumptions were met, multiple linear regression analysis was applied to determine the influence of organizational culture X_1 and career development X_2 on motivation Y . The use of multiple regression is based on the concept that this technique can assess the simultaneous influence of more than one independent variable on a single dependent variable ([Siregar, 2022](#)). The strength of the simultaneous relationship was measured using the multiple correlation coefficient, while the contribution of the independent variables was determined using the coefficient of determination with the formula $KD = r^2 \times 100$ percent ([Siregar, 2022](#)). The significance of the combined influence was tested using the F test, and the influence of each individual variable was examined through the t test at a significance level of 5 percent, following the regression hypothesis testing procedures described by [Siregar \(2022\)](#). All findings were then interpreted by considering the empirical conditions of the General Section of the Regional Secretariat of Ketapang Regency.

3. RESULTS AND DISCUSSION

3.1 Test Research Instruments

3.1.1 Validity Test

The validity test in a study aims to ensure that the statement instruments in the questionnaire actually measure what they are supposed to measure. The testing process is carried out by correlating the scores of each statement item. The correlation value (r-count) is then compared with the r-table. The r table value is calculated using the formula: degrees of freedom (df)

= n (sample size) - 2 = 37 - 2 = 35. With a significance level of 0.05, the r-table value used is 0.324. The results of the validity test for each statement in each variable can be seen in [Table 1](#).

Table 1. Validity Test Results

Variable	Indicator	r-count	r-table	Description
Organizational Culture (X1)	X1.1	0.836	0.324	Valid
	X1.2	0.578		
	X1.3	0.516		
	X1.4	0.644		
	X1.5	0.770		
	X1.6	0.617		
	X1.7	0.580		
	X1.8	0.646		
	X1.9	0.696		
Career Development (X2)	X2.1	0.653	0.324	Valid
	X2.2	0.655		
	X2.3	0.552		
	X2.4	0.712		
	X2.5	0.608		
	X2.6	0.799		
Motivation (Y)	Y.1	0.645	0.324	Valid
	Y.2	0.723		
	Y.3	0.644		
	Y.4	0.631		
	Y.5	0.646		
	Y.6	0.635		
	Y.7	0.621		
	Y.8	0.495		

Source: Processed Data, 2025

Based on the [Table 1](#), it is known that all statement items show a r-count values greater than the r-table of 0.324. With these results, all statement items in each variable are declared valid and can be used as research instruments.

3.1.2 Reliability Test

The reliability test is conducted to determine the level of consistency or reliability of each statement item in the questionnaire as a research instrument. In this study, the reliability test uses the Cronbach's Alpha method. A statement item can be said to be reliable if it has a minimum Cronbach's Alpha value of 0.60. The results of the reliability test for each variable can be seen in [Table 2](#).

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Organizational Culture (X1)	0.831	Reliable
Career Development (X2)	0.733	
Motivation (Y)	0.787	

Source: Processed Data, 2025

Based on the [Table 2](#), Cronbach's Alpha values > 0.60 are obtained. Thus, all statement items in each variable can be declared reliable and suitable for use in this study.

3.2 Classic Assumption Test

3.2.1 Normality Test

The normality test in this study is conducted to determine whether the data used has a normal distribution. The normality test in this study is conducted using the Kolmogorov-Smirnov method. Based on the analysis results using SPSS, the normality test results can be seen in [Table 3](#).

Table 3. Normality Test Results

Test	Value
N (Sample)	37
Test Statistic	.113
Asymp.Sig.(2-tailed)	.200 ^c

Source: Processed Data, 2025

Based on the [Table 3](#), the Asymp. Sig. (2-tailed) test result is 0.200. This value is greater than the minimum significance limit of 0.05. Therefore, it can be concluded that the data in this study is normally distributed.

3.2.2 Linearity Test

The linearity test in this study is conducted to determine whether there is a linear relationship between the independent and dependent variables. The linearity test is performed using the Test for Linearity method. Based on the analysis results using SPSS, the linearity test results can be seen in [Table 4](#) below.

Table 4. Result of Linearity

Variable	Deviation from Linearity	Description
Motivation * Organizational Culture	0.350	Linear
Motivation * Career Development	0.278	

Source: Processed Data, 2025

Based on the results of the linearity test between each variable shown in [Table 4](#) above, a significance value of Deviation from Linearity > 0.05 is obtained, so it can be concluded that the relationship between each variable is linear.

3.2.3 Multicollinearity Test

The multicollinearity test in this study is used to determine whether or not there is a very high correlation between independent variables in the regression model. If there is a high correlation between independent variables, it has the potential to cause inaccuracies in coefficient estimation and reduce the overall reliability of the regression model. Based on the results of the analysis using SPSS, the results of the multicollinearity test can be seen in [Table 5](#).

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF
Organizational Culture	.855	1.169
Career Development	.855	1.169

Dependent Variable: Motivation

Source: Processed Data, 2025

Based on the [Table 5](#), it can be seen that the two independent variables, namely Organizational Culture (X1) and Career Development (X2) have a VIF value of 1.169, which is less than 10.00, and a Tolerance value of 0.855, which exceeds the minimum value of 0.10. Based on these results, it can be concluded that there is no multicollinearity between the two independent variables in this study.

3.3 Multiple Linear Regression Analysis

Multiple linear regression analysis in this study is used to identify the magnitude of the influence of two or more independent variables on the dependent variable, both simultaneously and partially. In addition, this analysis is also used to form a model that can be used to predict the relationship between the variables studied. Based on the results of the analysis using SPSS, the regression coefficient results can be seen in [Table 6](#).

Table 6. Multiple Linear Regression Analysis Results

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.411	4.641	.000
Organizational Culture	.270	3.405	.002
Career Development	.253	2.327	.026

Dependent Variable: 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:

$$Y = 1.411 + 0.270 X1 + 0.253 X2$$

- The constant (a) is 1.411, which means that if the Organizational Culture (X1) and Career Development (X2) variables are zero, Motivation (Y) will increase by 1.411 units.
- The regression coefficient (b1) for the Organizational Culture (X1) variable is 0.270 with a positive direction, indicating that every one-unit increase in Organizational Culture will cause a 0.270 increase in Motivation.
- The regression coefficient (b2) for the Career Development (X2) variable is 0.253 with a positive direction, indicating that every one-unit increase in Career Development will cause a 0.253 increase in Motivation.

3.4 Correlation Coefficient Analysis (R)

The correlation coefficient is used to measure the strength of the relationship between two or more variables and determine the direction of that relationship. In this study, correlation analysis is carried out using the Product Moment method. The results of the correlation coefficient test can be seen in [Table 7](#).

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.665a	.442	.409	.49992
Predictors: (Constant), Career Development, Organizational Culture				
Dependent Variable: Motivation				

Source: Processed Data, 2025

Based on the [Table 7](#), a correlation value (R) of 0.665 is obtained. This value indicates that the relationship between the variables of Organizational Culture and Career Development on Motivation is in the strong category, because the value is included in the range of 0.60–0.799.

3.5 Analysis of the Coefficient of Determination R^2

Based on the results of the coefficient of determination (R^2) test shown in [Table 7](#), an R-Square value of 0.442 is obtained. This value indicates that the variables of Organizational Culture and Career Development contribute 44.2% to Motivation. The remaining 55.8% is influenced by other variables not included in this research model.

3.6 Simultaneous Test (F Test)

The simultaneous test (F test) is used to determine whether all independent variables simultaneously have a significant influence on the dependent variable in a study. Based on the results of the simultaneous hypothesis test (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	6.731	3.365	13.466	.000 ^b
Residual	8.497	.250		

Dependent Variable: Motivation

Predictors: (Constant), Career Development, Organizational Culture

Source: Processed Data, 2025

Based on the [Table 8](#), it is known that the calculated F value obtained is 13.466, which is greater than the table F value of 3.28, and the significance value obtained is 0.000, which is below 0.05. Based on these test results, it can be concluded that the variables of Organizational Culture and Career Development simultaneously have a positive and significant influence on Motivation.

3.7 Partial Test (t Test)

The partial test (t-test) is used to analyze the influence of each independent variable separately on the dependent variable based on the hypotheses formulated in the study. Based on the results of the partial hypothesis test (t-test) using SPSS, the partial test results can be seen in [Table 9](#).

Table 9. Partial Test Results (t Test)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.411	4.641	.000
Organizational Culture	.270	3.405	.002
Career Development	.253	2.327	.026

Dependent Variable: Motivation

Source: Processed Data, 2025

Based on the **Table 9**, the calculated t-test results will then be compared with the t-table. The t-table value is 1.689. The results of the t-test (partial) can be explained as follows:

1. The calculated t-value obtained for the Organizational Culture variable (X1) is $3.405 >$ the t-table value of 1.689, and the significance value obtained is $0.002 < 0.05$. Therefore, it can be concluded that H_0 is rejected and H_a is accepted. Based on these test results, it can be interpreted that the Organizational Culture variable has a positive and significant influence on Motivation.
2. The t-value obtained for the Career Development variable (X2) is $2.327 >$ the table t-value of 1.689, and the significance value obtained is $0.026 < 0.05$. Therefore, it can be concluded that H_0 is rejected and H_a is accepted. Based on the test results, it can be interpreted that the Career Development variable has a positive and significant partial influence on Motivation.

4. CONCLUSION

This study confirms that organizational culture and career development are two factors that play an important role in shaping the motivation of Civil Servants in the General Section of the Regional Secretariat of Ketapang Regency. The analysis shows that organizational culture has a positive and significant influence on employee motivation. This finding illustrates that the values, norms, and work habits embedded within the unit are able to encourage employees to work more enthusiastically and more consistently with organizational expectations. The strengthening of work values, especially the BerAKHLAK values that continue to be internalized, has been proven to provide clearer direction for employee behavior and responsibilities. Career development is also proven to have a positive and significant influence on motivation. Opportunities to participate in training, receive promotions, or undertake relevant assignments provide employees with a sense of certainty regarding their career prospects. When employees perceive that there is a more open and structured career path, they tend to show higher motivation in carrying out their daily tasks. Simultaneously, both variables contribute 44.2 percent to the variation in motivation. This figure indicates that strengthening organizational culture and improving the career development system are relevant and necessary strategies to increase employee motivation in the regional bureaucracy environment. From a practical perspective, this study provides important input for the Government of Ketapang Regency to improve work culture development mechanisms, ensure a more equitable distribution of training opportunities, and structure the promotion system to be more transparent and competency based. These efforts are expected to strengthen employee professionalism and enhance the quality of internal and public services. Future research is recommended to examine other variables that may influence motivation, such as leadership, compensation, workload, or organizational climate. Expanding the scope of variables will provide a more complete understanding of the factors that influence motivation in the context of local government organizations.

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