

## The Influence of Career Development, Organizational Climate, And Motivation on Employee Performance at Sidenreng Rappang Regency Water Resources Management Office

### Author:

Haerannah Alwany<sup>1</sup>, Maryadi<sup>2</sup>, Irfan Setiawan<sup>3</sup>, Herni<sup>4</sup>

### Affiliation:

Nobel Indonesia Institute, Jl. Sultan Alauddin 212 Mangasa, Makassar  
90221, Indonesia<sup>1,2,4</sup>

Institut Pemerintahan Dalam Negeri, Jl. Raya Bandung-Sumedang KM. 20 Jatinangor  
45363, Indonesia<sup>3</sup>

### e-Mail:

rana090768@icloud.com<sup>1</sup>, ahmadmaryadi@gmail.com<sup>2</sup>, irfansetiawan@ipdn.ac.id<sup>3</sup>,  
herniwaddi@gmail.com<sup>4</sup>

### \*Corresponding author

Irfan Setiawan  
Institut Pemerintahan Dalam Negeri  
Email: irfansetiawan@ipdn.ac.id

Received: Nov 10, 2023

Revised: Jan 13, 2024

Accepted: Apr 25, 2024

Available Online: Jul 09, 2024

### Abstract

*The research aimed to examine the effect of career development, organizational climate, and work motivation on employee performance at the Sidenreng Rappang Regency Water Resources Management Office. The process was through the application of a quantitative method by collecting data from two important sources. The primary data were collected by distributing questionnaires to 52 respondents while secondary sources included official documents from related agencies. The data collected were analyzed using statistical methods to identify the relationship between the variables. The analysis was initiated through a Validity and Reliability test followed by Multiple Linear Regression, Hypothesis Test, and Partial t-test to evaluate the hypothesis proposed. The results showed that career development, a positive organizational climate, and high work motivation significantly influenced employee performance. This showed that the sustainable and structured combination of the three factors could increase collective employee performance and assist in achieving organizational goals.*

**Keywords:** Career Development; Organizational Climate; Employee Motivation; Performance

### Abstrak

Penelitian ini dilakukan dengan tujuan untuk mengkaji pengaruh pengembangan karir, iklim organisasi, dan motivasi kerja terhadap kinerja pegawai di Dinas Pengelolaan Sumber Daya Air Kabupaten Sidenreng Rappang. Pendekatan kuantitatif dipilih sebagai metode penelitian ini. Data dikumpulkan melalui dua sumber, yaitu data primer yang diperoleh dari penyebaran kuesioner kepada 52 responden, dan data sekunder yang bersumber dari dokumen resmi instansi terkait. Data yang terkumpul dianalisis dengan metode statistik untuk mengidentifikasi hubungan antara variabel-variabel yang diteliti. Analisis data diawali dengan Uji Validitas dan Uji Reliabilitas selanjutnya dilakukan Analisis Regresi Linier Berganda dan Pengujian Hipotesis Uji t untuk menguji hipotesis penelitian yang telah diajukan. Hasil penelitian menunjukkan bahwa pengembangan

karir, iklim organisasi yang positif, dan motivasi kerja yang tinggi secara bersama-sama memiliki pengaruh yang signifikan terhadap kinerja pegawai di Dinas Pengelolaan Sumber Daya Air Kabupaten Sidenreng Rappang. Hal ini berarti bahwa kombinasi ketiga faktor tersebut, apabila dijalankan secara berkelanjutan dan terstruktur, dapat menghasilkan peningkatan kinerja pegawai secara kolektif dalam mencapai tujuan organisasi.

**Kata kunci:** Pengembangan Karir; Iklim Organisasi; Motivasi; Kinerja Pegawai

## INTRODUCTION

Career development is very important for government organization due to the role as a benchmark for employees. The process focuses on a series of positions or titles occupied by a person during the working period in both private and government organizations. Career development is human resource management activity often conducted to improve the effectiveness of work implementation by employees to ensure the contribution of best efforts in realizing the business goals of organization. Moreover, the concept is related to both organizational and employee characteristics as well as motivation. This leads to the definition of career development as a formally structured activity that increases employee growth, job satisfaction, knowledge, and abilities with the main aim of ensuring organization has individuals with suitable qualifications and experience. In developing a career, employee characteristic needs to be formed first to provide a platform for subsequent programs to be implemented in line with life experiences.

The direct observations of employees at Sidenreng Rappang Regency Water Resources Management Office (PSDA) showed the need for career development to meet the present challenges, achieve progression, and have opportunities for advancement. It was observed that some employees occupied

positions that did not match the competencies. For example, undergraduates considered to be competent in education were placed in water resources development positions and those with an agricultural educational background in the operation and maintenance section. Meanwhile, job placement is required to be based on competency factors to ensure maximum work performance (Putra, Azis, & Gay, 2022). This is necessary because several career development factors influence employee work performance by providing clarity in the process of conducting tasks and responsibilities.

Organizational climate is the environment developed for employees to perform job tasks. The observation of PSDA shows the existence of dynamic factors which are required to be considered. This is necessary considering the influence of the climate on every work activity in an organization (Irene, 2020). Moreover, the concept of organizational climate is relatively the quality of the internal environment experienced by employees which further affects the behavior. It is required to achieve common goals because an excellent climate is the initial capital to influence employee performance and form characteristic values. The development of organizational climate acceptable to employees has the ability to improve performance. This shows the concept can be interpreted as the patterns of behavior,

attitudes, and feelings repeatedly exhibited as organizational characteristic (Liliweri, 2015). Therefore, organizational climate is very important due to the ability to provide the values needed to improve performance.

Previous research showed the importance and influence of organizational climate on employee performance. A conducive organizational environment was reported to have significantly improved teacher performance (Langi, Dotulong, & Lumantow, 2023). A similar observation was made by Butarbutar et al. that emphasized the importance of optimizing organizational climate implementation in government office environments (Butarbutar, Efendi, Simatupang, & Sihite, 2022). Meithiana and Dilapanga also strengthened the results by showing the role of individual and organizational factors in shaping the climate. (Meithiana, 2017) also specifically stated the importance of open communication and trust while (Dilapanga, 2021) reported the influence of leadership, employee behavior, and external factors. The trend from the series of research shows that a dynamic organizational climate, characterized by open communication, trust, and effective leadership, is a fundamental factor in enhancing employee motivation and performance.

The same process can be achieved in PSDA to ensure effectiveness considering the possible influence of motivation of employees on performance. According to Mathis & Jackson, motivation is a desire in an individual that can lead to the conduct of an action (Bangun, 2018). This shows that the activities of employees are implemented to achieve certain goals

and avoid failure. The trend is reinforced by the opinion of experts that motivation is focused on increasing the enthusiasm and willingness of subordinates to work hard by providing all the abilities and skills to achieve organizational goals (Mangkunegara, 2014). Therefore, PSDA employees need to be motivated to promote better performance, more enthusiasm, and willingness to conduct work activities required to achieve organizational goals. Leaders are required to directly motivate subordinates internally and externally to ensure more enthusiasm towards work from both positive and negative aspects. It is also important to state that motivation can be positive and negative, depending on the direction and toughness of organizational leadership (Winardi, 2011).

Some of the activities capable of improving motivation include attention, recognizing the contribution of subordinates, authority, work participation, and communication (Hasibuan, 2013). Positive motivation can be achieved through the provision of awards to those that perform above standard while the negative aspect is through punitive sanctions for low performance. The negative motivation can increase short-term performance due to the fear of punishment but is considered not suitable in the long term. Work motivation is further defined as a process where an individual is promoted to conduct some activities toward achieving specific goals (Rahmadinata, 2013). It is important to state that more precise efforts to provide motivation can lead to a higher level of performance with benefits for both employees and organization (Nia

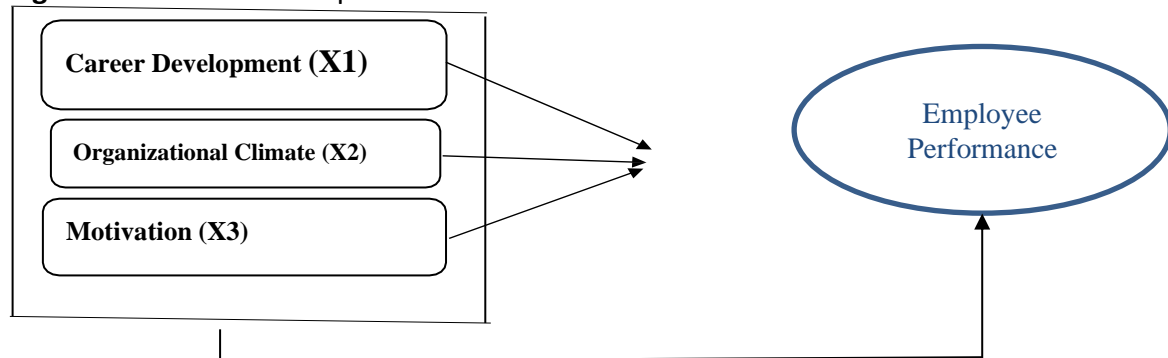
Permatasari, 2018). Previous research also showed that high motivation positively influenced the performance of organization and employees.

The observations of the activities in PSDA showed that the leaders did not promote an improvement in employee performance through directed and unidirectional relationships. It was also observed that some employees did not have a clear idea of job with some found to be relaxed during working hours while some arrived late and went home early before the closing time. The trend led to the need to determine the influence of three variables, including career development, organizational climate, and motivation, on employee performance at the office. This was considered important due to the influence of some internal and external factors on both individual and group performance in the process of achieving organizational goals

(Simanjuntak, 2014). Some of these factors include abilities, skills, family background, work experience, social level, and demographics. Moreover, the factors related to the psychological aspect are perception, role, work attitude, personality, motivation, and job satisfaction.

Civil or public servants are always ready to conduct the duties and serve the community effectively. The individuals are required to work enthusiastically in providing services to the community in order to ensure the process is not slow and to improve the quality. The background information and several theories explained led to the conduct of this research entitled *The Influence of Career Development, Organizational Climate and Motivation on Employee Performance at the PSDA*. Therefore, the following conceptual framework was provided to serve as a guide for the research process.

**Figure 1.** Research Conceptual Framework



**Description:** Arrow line = Partially  
 Long line = Simultaneous

The hypotheses formulated as stated as follows: Career development is suspected to have a partial positive and significant influence on employee performance at PSDA; Organizational climate is suspected to have a partial positive and significant

influence on employee performance at PSDA; Motivation is suspected to have a partial positive and significant influence on employee performance at PSDA; Career development, organizational climate, and motivation are suspected to

simultaneously, positively, and significantly influence employee performance at PSDA.

**METHOD**

A quantitative method was used with a focus on the primary data obtained from respondents through distributed questionnaires. Secondary data were also retrieved through library literature and a review of previous research to serve as the theoretical basis for investigating the problem. The population was all the 52 employees of PSDA and were all required to participate in the research through the concept of total sampling or census. Moreover, the questionnaire distributed directly to employees was used data collection instrument. It was designed to contain questions and columns for answer choices to be marked by respondents. The data collected were analyzed using statistical methods to identify the relationships between the variables. The first step was the application of validity and

reliability tests to determine the ability of the questionnaire to measure the concepts investigated. This was followed by multiple linear regression to determine the linear relationship between the independent and dependent variables. The final stage was to test the hypotheses using the partial or t-test.

**RESULTS AND DISCUSSION**

Career development can be defined as the series of efforts implemented to improve the skills, knowledge, and competencies of employees in order to participate in higher roles in organization. In PSDA context, this can be achieved through training, further education, and promotional opportunities. The results obtained from the different forms of analysis conducted including the variability and reliability, multiple linear regression, and t-test are presented in the following subsections.

**Table 1.** Validation Test

Variable	Item	r-count	r-table	Sig	Description
Employee performance (Y)	1	0.719	0.273	0.000	Valid
	2	0.709	0.273	0.000	Valid
	3	0.785	0.273	0.000	Valid
	4	0.671	0.273	0.000	Valid
	5	0.696	0.273	0.000	Valid
Career Development (X1)	1	0.701	0.273	0.000	Valid
	2	0.849	0.273	0.000	Valid
	3	0.773	0.273	0.000	Valid
	4	0.771	0.273	0.000	Valid
Organizational climate (X2)	1	0.724	0.273	0.000	Valid
	2	0.746	0.273	0.000	Valid
	3	0.704	0.273	0.000	Valid
Motivation (X3)	4	0.777	0.273	0.000	Valid
	1	0.802	0.273	0.000	Valid
	2	0.615	0.273	0.000	Valid
	3	0.795	0.273	0.000	Valid
	4	0.612	0.273	0.000	Valid

Source: Processed Data 2023

The validity test results showed that

the three variables (X), including career

development (X1), organizational climate (X2), and motivation (X3) were valid because r-table was more significant than r-count. Employee performance variable (Y) was also valid because r-count value exceeded r-table. Therefore, it was concluded that all variables were valid.

The reliability of the research instrument was tested using Cronbach's Alpha by comparing the values for each variable with numbers > 60. The results obtained from the analysis conducted are presented in the following table:

**Table 2.** Reliability Test

Variable Name	Alpha Coefficient	Description
Employee performance (Y)	0.718	Reliable
Career Development (X1)	0.776	Reliable
Organizational climate (X2)	0.785	Reliable
Motivation (X <sub>3</sub> )	0.630	Reliable

Source: Processed Data 2023

The table clearly shows that all the variables, including the independent (X) and the dependent (Y), have values > 60.

Therefore, the instrument is confirmed to be reliable.

**Table 2.** Results of Multiple Linear Regression Analysis

Model	Regression Coefficient	Standard Error	Coef. Beta	t count	Sig.
Constant	1.533	1.172		895	0.375
Career Development (X1)	- 0.011	-0.014	-0.014	-0174	0.862
Organization Climate (X2)	0.346	0.488	0.488	4.131	0.000
Motivation (X3)	0.495	0.144	0.404	3.443	0.001

Source: Processed Data 2023

$$Y = 1.533 - 0,011 X1 + 0,346 X2 + 0,495 X3$$

The inferences from the results of the multiple regression equation are presented as follows:

1. A constant value of 1.533 showed that an increase in the independent variables, including career development, organizational climate, and motivation, led to a 1.533 increase in employee performance provided the other variables remained constant and did not change.
2. β<sub>1</sub> which was the regression coefficient value of career development was found to be -0.011. This showed that when career development increased by 1 unit and other variables remained constant,

employee performance would decrease by - 0.011.

3. β<sub>2</sub> which was the regression coefficient value of organizational climate was recorded to be 0,346. This showed when organizational climate increased by 1 unit and other variables remained constant, employee performance would increase by 0,346.
4. β<sub>3</sub> which was the regression coefficient value of motivation was found to be 0,495. This showed that when motivation increased by 1 unit while other variables remained constant, then employee performance would increase by 0,495

**Table 3.** Partial Regression or T-Test Results

No	Variable	Value of t-count	Sig	Description
1	Career Development (X1)	-0.895	0.862	Not significant
2	Organizational Climate (X2)	4.131	0.000	Significant
3	Motivation (X3)	3.433	0.001	Significant

Source: Processed Data 2023

The t-test results showed the partial influence of career development, organizational climate, and motivation on employment performance as observed from t-count values of -0.895, 4.131, and 3,433, respectively. It was further

observed that the significance values for organizational climate and motivation were higher than 0.05. The trend showed that both had a positive and significant influence on employee performance.

**Table 4.** Simultaneous Regression or F-Test Results

Model	Sum Squares	DF	Average Square	F-count	Sig.
Total Residual	1.88.238	3	62.746	34.439	0.000 <sup>b</sup>
Regression	87.454	48	1.822		
	275.692	51			

Source: Processed Data 2023

The table shows that F-count for the simultaneous influence of career development, organizational climate, and motivation on employee performance is 34,439 with a significant F-value of 0.000. The significant value is observed to be lower than 0.05, leading to the conclusion that the three factors have a simultaneous influence on employee

performance at PSDA.

The magnitude of the independent variable influence on the dependent variable was determined through the coefficient of determination (R square). The results obtained from the analysis conducted are presented in the following table.

**Table 3. Result of Determination Test Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.826 <sup>a</sup>	.683	.663		1.34980	1700

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: Processed Data, 2023

The coefficient of determination (R square) value was found to be 0.683 and this showed that all the independent

variables contributed 68.3% to employee performance. Meanwhile, the remaining was believed to be due to the influence of



other variables not included in this research.

## DISCUSSION

### The Influence of Career Development on Employee Performance

The t-test results showed that career development variable had a negative but insignificant influence on employee performance. This was in line with the observation of the research entitled *The Influence of Career Development and Compensation on Employee Performance (Case Study at PT. Nutri Gizindo Nusantara West Jakarta Head Office)* (Oktaviani, 2016). However, Nurhasanah et al. reported that career development significantly influenced employee performance with a focus on the possession of necessary knowledge, skills, and behavioral attitudes (Nurhasanah, Lie, Butarbutar, Nainggolan, & Pantas, 2021).

Experts believe that career development is the formal method often applied by organization to ensure individuals with the right qualifications and experience are available when needed (Monday, 2011). The concept is stated in other research to be more future-oriented by design and places greater emphasis on employee education and training (Decenso, 2013). These opinions lead to the conclusion that career development is a future-oriented process allowing people to progress from a current state of understanding and abilities to a future state where skills, knowledge, and competencies are needed.

The results show that career development is related to organizational and employee characteristics (Almalifah,

2004). It can be realized through a formally structured method or activity designed for promotion by prioritizing employee knowledge and abilities. The purpose is to ensure individuals with suitable qualifications and experience are available in organization.

### The Influence of Organizational Climate on Employee Performance

The data processed using the t-test analysis showed that the independent variable, organizational climate, had a positive and significant influence on employee performance. A similar observation was reported in the previous research entitled *The Influence of Organizational Climate on the Employee Performance of the West Java Province Water Resources Management Office* (Nurdini, 2019). The trend can be associated with the fact that organizational climate influences every decision from the leadership and subsequent acceptance. This shows that all employees at PSDA have a moral responsibility to complete the work even when the condition requires working up to the evening or exceeds the normal work volume. Therefore, the variable is related to organizational psychology that can influence the behavior of employees and climate to achieve desired results.

The results are associated with organizational climate theory put forward by Litwin and Stringers. The theory states that the internal environment quality experienced by employees can influence the behavior and reflected in special characteristics or attributes of the organization (Wirawan, 2015). This simply



shows that the concept is the description of how organization treats employees and reflected in some special characteristic values known as organizational personality. The thoughts are often associated with the perception of the individuals in an organization.

The establishment of a relationship between the results and the theory underlying this research shows that the initial capital of organization to influence the performance and shape employee characteristic is organizational climate. Therefore, there is a need to develop a climate that employees can accept due to the status of the variable as the main factor determining the ability to improve performance.

### **The Influence of Motivation on Employee Performance**

The results from the t-test analysis showed that motivation positively and significantly influenced employee performance at PSDA. This was observed to be in line with the report of the previous research entitled *The Influence of Position Promotion and Work Environment on the Employee Performance of Local Government-Owned Water Utility in Sleman* (Irfandi, 2019). The positive influence was associated with the encouragement provided to the employees which led to being enthusiastic and diligent from within or outside. The drive further caused employees to behave in certain ways that provided enthusiasm to conduct some series of actions. Another important point was that the harmonious relationship caused good communication between leaders and subordinates, leading

to one-way communication without misunderstandings.

The results are observed to be in line with the proposition of the motivation theory that motivation is any positive or negative thing capable of leading to encouragement and enthusiasm for work, both internally and externally (Sedarmayanti, 2017). Motivation is the encouragement to perform the tasks related to job responsibilities and improve enthusiasm for performance. This is necessary because enthusiasm and high willingness of employees to conduct work activities can assist in achieving organizational goals.

The discussion shows that more appropriate motivation can lead to a higher level of employee performance with subsequent benefits to both employees and organization. This shows that high motivation has a positive influence on organization with subsequent effects on work results. Meanwhile, employees without motivation do not have high work results. Every government organization generally has high hopes that employees can improve the performance, be effective in carrying out work responsibilities through well-organized plans, and be motivated.

### **The Simultaneous Influence of Career Development, Organizational Climate, and Motivation on Employee Performance**

F-count analysis showed that the independent variables, career development, organizational climate, and motivation, simultaneously influenced employee performance at PSDA. This was in line with the previous research entitled

*The Influence of Career Development, Organizational Climate, and Motivation on the Employee Performance of the Oki Regency Water Resources Management Office* (Zamzam, 2016) as well as career development theory. Moreover, Decenzo (2016) stated that the process of preparing employees to advance from current to better conditions with higher positions could increase the performance. Meanwhile, Wirawan (2015) showed that organizational climate was related to environmental conditions such as work structures and material standards available for an individual to perform job responsibilities based on the influence of several factors. Bangun (2018) also defined motivation as the encouragement from within to stimulate enthusiasm and hard work through the provision of all abilities and skills to achieve organizational goals.

The foundation theory for this research generally showed that the performance of job duty with others could lead to the combination and regular maintenance of career development, good organizational climate, and motivation. The process could eventually lead to a joint performance to achieve the required organizational goals.

The theoretical implication of the results was that the inability to plan and measure career development effectively could lead to a negative influence on employee performance. This was different from the human resource management theory that shows the general significance of career development in enhancing the motivation and performance of employees. Furthermore, the results also support the theories that show the capacity of

conducive and positive organizational climate in enhancing performance. This was confirmed from the analysis conducted which showed the capacity of positive organizational climate to promote more motivation, participation, and better performance. Furthermore, motivation theories emphasize on the significance of intrinsic and extrinsic motivation in improving performance and the trend is supported by the results. This was observed from the ability of high motivation to stimulate hard work, more creativity, and innovation in employees.

Several practical implications are drawn from the results of the research. First, the Personnel and Human Resources Development Office (BKPSDM) of Sidenreng Rappang Regency are required to assess the present career development system. The action is important to make sure the system is well designed, measurable, and structured by integrating employees in career development process and allowing appropriate development of skills and knowledge needed. Second, the leadership needs to provide a positive and conducive organizational climate by ensuring open communication, transparency, and mutual trust between employees. Third, employees need to be provided with rewards and recognition for achievements attained in addition to a supportive and motivating work environment. Fourth, motivation needs to be increased by allowing employees to participate in decision-making, learning and developing processes while providing a challenging and rewarding work environment. Fifth, the leadership needs to provide continuous constructive feedback

for the purpose of enhancing performance.

## CONCLUSION

In conclusion, career development had a negative influence on employee performance at the research area. This was possibly associated with the observation that promotion processes were not based on the career development policies formulated by the BKPSDM. Furthermore, organizational climate was positively and significantly influential on employee performance because every decision from the leadership was effectively accepted. Motivation was also observed to have positively and significantly affected employee performance due to the internal and external encouragement provided to ensure enthusiasm and diligence. The drive made employees behave in certain ways that led to the implementation of some series of actions.

This research contributed significantly to the process of understanding the factors influencing employee performance at the PSDA. The results could be used as a reference by the leaders to formulate BKPSDM and appropriate policies and programs to improve employee performance.

## REFERENCES

1. Almalifah, S. M. (2004). Analisis Karakteristik Individu Dan Karakteristik Organisasi Terhadap Pengembangan Karir Pegawai: Studi Kasus Pada Kanwil VII Direktorat Jenderal Bea Dan Cukai Surabaya. Universitas Airlangga: <https://repository.unair.ac.id/36290/>.
2. Bangun, W. (2018). Manajemen Sumber Daya Manusia. Jakarta : Erlangga.
3. Butarbutar, M., Efendi, E. B., Simatupang, S., & Sihite, L. K. (2022). Implementasi Iklim Organisasi Kantor Kecamatan Siantar Utara Pematangsiantar. Maker: Jurnal Manajemen, Vol 8, No 1, <https://doi.org/10.37403/mjm.v8i1.464>.
4. Decenso, R. (2013). Manajemen Sumber Daya Manusia untuk Organisasi: Dari Teori ke Praktik. Jakarta: PT.Rajagrafindo Persada.
5. Dilapanga, A. (2021). Iklim Kerja Organisasi: (Studi pada Dinas Sosial Kabupaten Minahasa). Jurnal Administro : Jurnal Kajian Kebijakan Dan Ilmu Administrasi Negara, 1(2), 41-45. <https://doi.org/10.53682/administro.v1i2.1670>.
6. Hasibuan, M. S. (2013). Manajemen Sumber Daya Manusia. Edisi Revisi. Jakarta: Penerbit PT Bumi Aksara.
7. Irene, S. (2020). Desentralisasi dan Partisipasi Masyarakat dalam Pendidikan. Yogyakarta: Pustaka.
8. Irfandi, M. R. (2019). Pengaruh Promosi Jabatan dan Lingkungan Kerja Terhadap Kinerja Karyawan PDAM Kabupaten Sleman. Universitas Negeri Yogyakarta: <https://eprints.uny.ac.id/66623>
9. Langi, L., Dotulong, L. O., & Lumantow, R. Y. (2023). Pengaruh Iklim Organisasi Dan Motivasi Kerja Terhadap Kinerja Guru Smp Negeri Di Kecamatan Kawangkoan Barat. Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi, Vol. 11 No. 3, <https://doi.org/10.35794/emba.v11i3.50959>.
10. Liliweri, A. (2015). Dasar-Dasar Komunikasi Kesehatan. Yogyakarta: Pustaka Pelajar.
11. Mangkunegara, A. P. (2014). Manajemen Sumber Daya Manusia Cetakan Ke-14. Bandung: PT Remaja Rosdakarya.
12. Meithiana, I. (2017). Kepuasan Kerja Dan Kinerja Karyawan Tinjauan dari Dimensi Iklim Organisasi, Kreativitas Individu, dan Karakteristik Pekerjaan.

DOI: <https://doi.org/10.33701/jtp.v16i1.3680>

- Yogyakarta.: Indomedia Pustaka.
13. Monday. (2011). *Human Resource Management*. Massachusetts: Allvn & Bacon.
  14. Nia Permatasari, F. A. (2018). Perancangan Sistem Informasi Pengolahan Data Praktek Kerja Lapangan (PKL). AMIK Mahaputra Riau. *Journal Intra Tech*, 2(2), 12–26. <https://doi.org/10.37030/jit.v2i2.33>.
  15. Nurdini. (2019). Pengaruh Pengembangan karir dan Inkgunga kerja terhadap kepuasan kerja pegawai dinas pengelolaan sumber daya air Provinsi Jawa Barat. Tesis, Universitas Pendidikan Indonesia, <https://repository.upi.edu/35821/>.
  16. Nurhasanah, Lie, D., Butarbutar, M., Nainggolan, L. E., & Pantas, H. (2021). Pengaruh Disiplin Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Kantor UPT Pengelolaan Irigasi Bah Bolon Dinas Sumber Daya Air Cipta Karya DanTata Ruang Provinsi Sumatera Utara. *Journal of Management Sciences*, 1(1), 32–46. <https://jurnal.stiesultanagung.ac.id/index.php/strategic/article/view/5>.
  17. Oktaviani, R. (2016). Pengaruh Pengembangan Karir dan Kompensasi terhadap Kinerja Karyawan (Studi Kasus pada PT. Nutri Gizindo Nusantara Kantor Pusat Jakarta Barat). <https://digilib.esaunggul.ac.id/UEU-Undergraduate-201211175/6989>.
  18. Putra, H. K., Azis, S., & Gay, M. (2022). Pengaruh Kompetensi Kerja Terhadap Promosi Jabatan Di Sekretariat Daerah Kabupaten Mamasa. *Journal Peqguruang: Conference Series*, 4(2). <https://doi.org/10.35329/jp.v4i2.1506>
  19. Rahmadinata, I. (2013). *Pengantar Filsafat dan Teori Hukum*, Cet. III. Bandung: CV Mandar Maju.
  20. Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: Refika Aditama Eresco.
  21. Simanjuntak. (2014). *Produktivitas Kerja Pengertian dan Ruang Lingkupnya*. Jakarta: Prisma.
  22. Winardi. (2011). *Motivasi Pemotivasian dalam Manajemen Edisi VI*. Jakarta: PT Raja Grafindo Persada.
  23. Wirawan. (2015). *Evaluasi Kinerja Sumber Daya Manusia Teori, Aplikasi, dan Penelitian*. Jakarta: Salemba Empat.
  24. Zamzam, F. (2016). Pengaruh Pengembangan Karier dan Iklim Organisasi terhadap Kinerja Pegawai Sekretariat DPRD Kabupaten OKI dengan Variabel Kepuasan Kerja sebagai Intervening. *Ekonomica Sharia: Jurnal Pemikiran Dan Pengembangan Ekonomi Syariah*, 1(2), 1-12. <https://doi.org/10.36908/esha.v1i2.80>.