

Research Article

The Influence of Job Embeddedness and Career Development on Organizational Commitment of Civil Servants at the Central Bureau of Statistics in West Kalimantan Province

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ABSTRACT

Human resources are a strategic element in achieving organizational goals, especially in the public sector such as the Central Bureau of Statistics (BPS). This study aims to analyze the influence of job embeddedness and career development on the organizational commitment of civil servants at BPS West Kalimantan Province. The study employs a quantitative associative approach using a census method involving the entire population of 76 active civil servants. The F-test results show that job embeddedness and career development simultaneously have a significant effect on organizational commitment. The t-test results indicate that both job embeddedness and career development also have a significant partial effect on organizational commitment, with career development exerting a more dominant influence (t-value = 17.952) compared to job embeddedness (t-value = 2.260). The coefficient of determination of 82.3% suggests that the combination of these two variables substantially explains the variability in organizational commitment. These findings highlight the importance of career development and the creation of a supportive work environment in enhancing employees' loyalty to the organization.

Keywords: Job Embeddedness; Career Development; Organizational Commitment

1. INTRODUCTION

Human resources play a strategic role as a key element in achieving organizational goals. The management and development of employees are essential components in Human Resource Management (HRM), serving to direct the workforce to contribute optimally. Effective human resource management is the key to guiding an organization toward achieving its vision and mission through continuous adjustments that support growth (Sindia & Mahdi, 2025). As explained by Sinambela (2016), HRM is a process that addresses various issues related to employees, workers, managers, and other personnel to support organizational activities in achieving predetermined objectives. Thus, the success of HRM is not only determined by employees' technical competencies but also by their level of engagement and commitment to the organization.

The Central Bureau of Statistics of West Kalimantan Province is located at Jl. Sutan Syahrir No. 24/42, Pontianak 78116. BPS is a non-ministerial government agency that reports directly to the President. Previously known as the Central Bureau of Statistics, the institution was established based on Law No. 6 of 1960 on Census and Law No. 7 of 1960 on Statistics. These were later replaced by Law No. 16 of 1997 on Statistics. The number of employees at BPS West Kalimantan Province in 2025 is recorded at 88, consisting of 76 civil servants and 12 non-civil servants. The majority of civil servants work in the General Affairs Division (25.33%), while most non-civil servants are distributed between the General Affairs Division and Intermediate Expert Statisticians, each at 25%. The absenteeism rate among civil servants at BPS West Kalimantan Province from 2021 to 2023 fluctuated. In 2021–2022, absenteeism increased by 2,630%, while in 2023, it declined by 81.68%.

Employee engagement reflects the emotional and social bond formed between individuals and their work environment, both personally and in teams. It is also related to how well employees perceive their fit with their roles and how much they consider the cost or consequences of leaving their jobs (Pranitasari, 2019). Furthermore, work motivation is strongly influenced by the perceived career advancement opportunities within the organization. When employees believe there is potential for career growth, they tend to show higher motivation and focus. Conversely, when they feel stagnant, their intention to stay diminishes (Sinambela, 2016). Low organizational commitment can lead to negative outcomes such as increased turnover intention, higher absenteeism, delays in task completion, and a decreased willingness to contribute. This may also result in declining performance quality and a weakened sense of belonging to the organization (Sopiah in Priansa, 2018).

In 2022 and 2023, all civil servants received performance ratings of “good” or “meets expectations.” According to Sari et al (2021), without good performance from all employees, achieving organizational goals becomes difficult. One factor influencing employee performance is work engagement. Every organization is required to be able to manage and optimize its human resources (Yuniar & Mahdi, 2024). According to Busro (2023) good performance achievements may increase the

likelihood of promotion, while poor performance may hinder career advancement. According to Edison et al. (2017) emphasize the importance of leadership in encouraging strong organizational commitment among members, as it contributes to improved performance and overall organizational progress.

Organizational commitment is considered a fundamental aspect in maintaining institutional stability and performance, especially in public sector organizations like BPS. Robbins in Abni & Hamdani (2023) explains that this commitment is shaped when employees support the organization's mission and vision and intend to remain part of it. It involves more than formal loyalty it is a psychological engagement that fosters mutual relationships between individuals and the organization. Similarly, Suma & Lesha in Raharjo et al. (2023) describe organizational commitment as the extent to which employees feel emotionally attached and believe in the organization's values and direction. Commitment, therefore, is not merely about formal membership, but also about perception, motivation, and willingness to contribute. Individuals with strong commitment tend to work hard, internalize organizational values, and show a long-term willingness to remain (Luthans in Pratama & Paulus, 2022).

One of the variables that often influences such commitment is work engagement, or what is known as job embeddedness. This concept goes beyond comfort at work and includes social networks, value congruence, and considerations of what might be lost if the employee leaves the organization. Rarasanti et al. in Putri & Siregar (2024) describe job embeddedness as a condition in which individuals choose to stay because they feel they have strong reasons not to leave. According to Oktaviani et al. (2023), the extent to which employees feel connected to their work environment plays a central role in this. Lutfi et al. (2020) note that this connection may come from within the job (such as relationships with coworkers and organizational culture) and outside the job (such as family or community support), all of which contribute to a sense of attachment. Syaefudin & Prayekti (2020) argue that employees who feel part of an internal community are more likely to remain, as a strong sense of belonging has already been formed.

In addition to job embeddedness, career development is another critical factor. When employees see growth opportunities, they are generally more driven to contribute and commit. Kadarisman in Sari & Komarudin (2024) states that career development is not limited to promotions, but includes preparation and planning initiated from the beginning of employment. Balbed & Sintaasih in Pertiwi et al. (2025) view career development as a personal and intentional effort to achieve professional goals. Amalia et al. (2023) suggest that rising to higher positions or responsibilities often signals career progress. Meanwhile, Mangkunegara in Yolinda & Marlius (2023) interprets career development as an individual's continuous effort to improve themselves in order to achieve personal career aspirations. Based on an interview conducted by the researcher with Mr. Firmansyah, SE., MM, Head of the General Affairs Division, it was revealed that some employees display poor discipline, often arriving late, leaving before official hours, and being absent during work hours or breaks beyond the allowed time. In light of these findings, the present study aims to examine: To what extent do job embeddedness and career development influence the organizational commitment of Civil Servants at the Central Bureau of Statistics in West Kalimantan Province?.

2. RESEARCH METHOD

Type of Research

This study is a quantitative associative research. According to Siregar (2015), associative research is conducted to determine the relationship between two or more variables. Through this type of research, theories can be developed to explain, predict, and control a phenomenon. This research analyzes the influence of job embeddedness and career development on organizational commitment of civil servants at the Central Bureau of Statistics of West Kalimantan Province.

Data Collection Techniques

This study employs two types of data: primary and secondary. According to Siregar (2015), primary data is data collected directly by the researcher from the first source or research object. The techniques used include interviews and questionnaires. Interviews were conducted with Mr. Firmansyah, SE., MM, Head of the General Affairs Division at the Central Bureau of Statistics of West Kalimantan Province. The researcher also distributed a set of written questions to respondents who are civil servants at the institution. According to Sugiyono (2017), a questionnaire is a data collection technique carried out by giving a set of written questions or statements to respondents. Furthermore, secondary data was obtained, which according to Siregar (2015), is data published or used by an organization that is not the original processor. The secondary data included information on the number of employees, working hours, absenteeism rates, disciplinary actions, employee transfers, participation in training, average performance scores, and performance rating classifications at the Central Bureau of Statistics of West Kalimantan Province.

Population and Sample

According to Sugiyono (2017), population is a generalization area consisting of objects or subjects with certain characteristics determined by the researcher to be studied and then conclusions are drawn. The population in this study consists of all civil servants assigned to the Central Bureau of Statistics of West Kalimantan Province, totaling 76 individuals in 2025. This study adopts a saturated sampling technique, meaning the entire population was used as the sample. According to Sugiyono (2017) saturated sampling is a sampling technique when all members of the population are used as the sample." Thus, the total sample consists of 76 individuals.

Research Variables and Measurement Scale

According to Sugiyono (2017), a research variable is anything in any form determined by the researcher to be studied, so that information about it is obtained and conclusions can be drawn. The independent variables in this study are Job Embeddedness (X1) and Career Development (X2), while the dependent variable is Organizational Commitment (Y). The measurement scale used is the Likert Scale to assess attitudes, opinions, and perceptions of respondents. As stated by Sugiyono (2017) the likert scale is used to measure the attitudes, opinions, and perceptions of individuals or groups regarding social phenomena.

Data Analysis Technique

The data analysis begins with instrument testing, which, according to Sugiyono (2017), is conducted to measure the observed phenomenon and consists of validity and reliability tests. Validity testing applies the Pearson Product Moment correlation, where the instrument is considered valid if the correlation coefficient > 0.3 , r count $> r$ table, and significance ≤ 0.05 (Siregar, 2017). Reliability is tested using Cronbach's Alpha method, and the instrument is deemed reliable if the reliability coefficient > 0.6 (Siregar, 2015). Subsequently, classical assumption tests are carried out to meet the requirements of multiple linear regression analysis. These include a normality test using the Kolmogorov-Smirnov method—data is considered normally distributed if the significance value > 0.05 (Siregar, 2015; Purnomo, 2016); a linearity test using the Test for Linearity, where the relationship between variables is considered linear if the significance value for *linearity* is < 0.05 and *deviation from linearity* is > 0.05 (Siregar, 2015; Purnomo, 2016); and a multicollinearity test based on the Tolerance value (> 0.10) and Variance Inflation Factor ($VIF < 10$) to ensure no correlation occurs among independent variables (Ghozali, 2018). To examine the influence of two independent variables on the dependent variable, multiple linear regression analysis is applied, as described by Siregar (2015). The regression model is formulated as: $Y = \alpha + b_1X_1 + b_2X_2$, where Y is Organizational Commitment, X_1 is Job Embeddedness, X_2 is Career Development, and α , b_1 , b_2 are constants and regression coefficients. To measure the strength of the relationship between variables, correlation coefficient analysis (R) is used with the Pearson Product Moment method. The degree of relationship ranges from very weak (0.000–0.199) to very strong (0.800–1.000) (Siregar, 2017; Siregar, 2015). Furthermore, coefficient of determination (R^2) is used to determine the extent to which independent variables contribute to the dependent variable using the formula: $KD = r^2 \times 100\%$ (Siregar, 2015). To assess the simultaneous effect of the independent variables, the F-test is conducted. The hypothesis is rejected if the F count $\geq F$ table, and accepted if F count $\leq F$ table (Ghozali, 2018). In this study, with $\alpha = 0.05$, $df_1 = 2$, and $df_2 = 73$, the F table value is 3.12. Lastly, the t-test is used to determine the partial effect of each independent variable on the dependent variable. The hypothesis is rejected if t count $> t$ table (1.666 with $df = 73$), and accepted if t count $\leq t$ table (Ghozali, 2018).

3. RESULTS AND DISCUSSION

3.1 Test Research Instruments

3.1.1 Validity Test

The validity test in this study is conducted by correlating the scores of each statement on the variables of job embeddedness, career development, and organizational commitment. The calculated r value is then compared with the table r. With 75 respondents ($df = 73$) and a significance level of 5%, the table r value is 0.227. The results of the validity test for each statement in the variables can be seen in **Table 1**.

Table 1. Validity Test Results

Variable	Indicators	r value	r table	Description
Job Embeddedness (X1)	X1.1	0.750	0.227	Valid
	X1.2	0.556		
	X1.3	0.574		
	X1.4	0.722		
	X1.5	0.578		
	X1.6	0.752		
Career Development (X2)	X2.1	0.517	0.227	Valid
	X2.2	0.764		
	X2.3	0.663		
	X2.4	0.684		
	X2.5	0.720		
	X2.6	0.507		
	X2.7	0.644		
Organizational Commitment (Y)	Y.1	0.575	0.227	Valid
	Y.2	0.446		
	Y.3	0.438		
	Y.4	0.717		
	Y.5	0.641		

Y.6	0.600
Y.7	0.698
Y.8	0.537
Y.9	0.543
Y.10	0.662
Y.11	0.575

Source: Processed Data, 2025

Base on **Table 1** shows that the validity test results for all variables indicate an calculated r value > 0.227 (r-value > r-table). Thus, it can be concluded that all indicators used are valid.

3.1.2 Reliability Test

To test the reliability of the questions in the variables, it can be seen in **Table 2**.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Job Embeddedness (X1)	0.737	Reliable
Career Development (X2)	0.768	
Organizational Commitment (Y)	0.833	

Source: Processed Data, 2025

Based on **Table 2**, Cronbach's alpha values for each variable are > 0.60, namely 0.737 for Job Embeddedness, 0.768 for Career Development, and 0.833 for Organizational Commitment. Therefore, it can be concluded that the items of all variables are reliable.

3.2 Classic Assumption Test

3.2.1 Normality Test

To test the normality of all variables, it can be seen in **Table 3**.

Table 3. Normality Test Results

Test	Value
N (Sample)	75
Test Statistic	0.103
Asymp.Sig.(2-tailed)	.148 ^c

Source: Processed Data, 2025

Based on **Table 3** indicate a significance value of 0.148 > 0.05. Thus, it can be concluded that the data distribution is normal.

3.2.2 Linearity Test

The results of the linearity test between the independent variable and the dependent variable can be seen in **Table 4**.

Table 4. Result of Linearity

Variable	Deviation from Linearity	Description
Organizational Commitment * Job Embeddedness	0.490	Linear
Organizational Commitment * Career Development	0.473	

Source: Processed Data, 2025

Based on **Table 4**, it is known that the deviation from linearity value is > 0.05, so it can be concluded that there is a linear relationship between the independent variable and the dependent variable.

3.2.3 Multicollinearity Test

The results of the multicollinearity test can be seen in **Table 5**.

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF
Job Embeddedness	0.929	1.077
Career Development	0.929	1.077
Dependent Variable: Organizational Commitment		

Source: Processed Data, 2025

Based on **Table 5**, it can be seen that the tolerance value for the job embeddedness (X1) and career development (X2) variables is $0.929 > 0.10$. In addition, the VIF value for both variables is also noted at 1.077, which is < 10.00 . Therefore, it can be concluded that there is no multicollinearity problem between the variables.

3.3 Multiple Linear Regression Analysis

Multiple linear regression analysis is used to measure the influence of job embeddedness and career development on organizational commitment. The results of the regression model estimation are shown in **Table 6**.

Table 6. Multiple Linear Regression Analysis Results

Research Variable	Coefficients	T Statistic	Significance Value
(Constant)	1.964	4.033	0.000
Job Embeddedness	0.058	2.260	0.000
Career Development	0.837	17.952	0.000

Dependent Variable: Organizational Commitment

Source: Processed Data, 2025

Based on **Table 6**, the multiple linear regression equation can be formulated as follows:

$$Y = 1.964 + 0.058X_1 + 0.837X_2.$$

This equation can be summarized as follows:

- The constant (a) of 1.964 indicates that when the job embeddedness (X1) and career development (X2) variables are 0 (zero), the organizational commitment (Y) value will reach 1.964.
- The regression coefficient (b1) for the job embeddedness variable is 0.058. This means that if the job embeddedness variable increases by 1 (one) unit, organizational commitment will increase by 0.058 units.
- Meanwhile, the regression coefficient (b2) for the career development variable is 0.837. In other words, if the career development variable increases by 1 (one) unit, organizational commitment will increase by 0.837 units.

3.4 Correlation Coefficient Analysis (R)

Multiple correlation is used to measure the extent of the relationship between job embeddedness and career development with organizational commitment. The results of the correlation coefficients shown in **Table 7**.

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.907 ^a	0.823	0.818	0.15870

Predictors: (Constant), Career Development, Job Embeddedness

Dependent Variable: Organizational Commitment

Source: Processed Data, 2025

Based on **Table 7** shows that the correlation coefficient (R) obtained is 0.907, meaning that there is a very strong relationship between the variables of job embeddedness, career development, and organizational commitment, because it falls within the correlation interval of 0.80-1.000.

3.5 Analysis of the Coefficient of Determination R^2

The coefficient of determination (R^2) aims to measure the extent to which the model is able to explain the variation in the dependent variable. The coefficient of determination ranges from zero to one. Based on **Table 7**, the coefficient of determination obtained is 0.823, meaning that job embeddedness and career development account for 82.3% of the influence on organizational commitment, while the remaining 64.00% is influenced by other variables not included in this study.

3.6 Simultaneous Test (F Test)

The results of the simultaneous test (F test) can be seen in **Table 8**.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	8.454	4.227	167.826	.000 ^b
Residual	1.813	0.025		

Dependent Variable: Organizational Commitment

Predictors: (Constant), Career Development, Job Embeddedness

Source: Processed Data, 2025

Based on **Table 8** shows that the calculated F value of 167.826 $>$ the table F value of 3.12, and have a significance level of 0.000, so it can be concluded that H_0 is rejected, which means H_a is accepted. This shows that job embeddedness and career development together have an influence on organizational commitment.

3.7 Partial Test (t Test)

The t-test results can be seen in **Table 9**.

Table 9. Partial Test Results (t Test)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.964	4.033	0.000
Job Embeddedness	0.058	2.260	0.000
Career Development	0.837	17.952	0.000

Dependent Variable: Organizational Commitment

Source: Processed Data, 2025

Based on **Table 9**, the partial influence of job embeddedness and career development variables on organizational commitment can be seen as follows:

- The partial effect of job embeddedness on organizational commitment:
The t-test results show that the calculated t-value is 2.260 > the critical t-value of 1.666, so it can be concluded that the null hypothesis (Ho) is accepted and the alternative hypothesis (Ha) is rejected, meaning that job embeddedness has a significant partial effect on organizational commitment.
- The partial influence of career development on organizational commitment:
The t-test results show that the calculated t-value of 17.952 > the critical t-value of 1.666, so it can be concluded that the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted, meaning that career development partially has a significant effect on organizational commitment.

4. CONCLUSION

This study concludes that job embeddedness and career development have a significant influence, both simultaneously and partially, on the organizational commitment of Civil Servants at the Central Bureau of Statistics in West Kalimantan Province. The F-test results show a significance value of 0.000 and an F-count of 167.826, far exceeding the F-table value of 3.12, indicating that both independent variables jointly contribute significantly to organizational commitment. The t-test further supports this finding, with job embeddedness showing a t-count of 2.260 and career development 17.952—both exceeding the t-table value of 1.666, where career development demonstrates a more dominant influence. The coefficient of determination (R^2) of 82.3% indicates that the combination of these variables accounts for the majority of variation in organizational commitment, while the remaining variation is explained by other factors not covered in this study. However, field observations reveal ongoing disciplinary issues, such as tardiness, early departures, and unauthorized absences during working hours, suggesting that the positive potential of job embeddedness and career development has not been fully optimized in day-to-day organizational practices. Therefore, it is recommended that BPS West Kalimantan clarify career development pathways and ensure transparent access to promotion opportunities to enhance motivation and perceptions of fairness, foster emotional attachment through inclusive work culture and internal activities that strengthen social ties such as discussion forums and performance appreciation, consistently enforce discipline using data-driven performance evaluations and digital attendance systems, and provide continuous training aligned with job demands and technological advancements. The implementation of these strategies is expected to strengthen long-term organizational commitment, enhance overall employee performance, foster a more productive work climate, and support the optimal achievement of the organization's vision and mission.

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