



The influence of career development and organizational commitment on employee work productivity through work motivation of Kpp Pratama Jakarta Cakung

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Article Info

ISSN (online): 2582-7138

Impact Factor: 5.307 (SJIF)

Volume: 05

Issue: 02

March-April 2024

Received: 01-02-2024;

Accepted: 04-03-2024

Page No: 287-296

Abstract

This study aims to examine and analyze the effect of career development and organizational commitment on employee productivity through work motivation. This research was conducted at the KPP Pratama Jakarta Cakung office with a total population of 101 employees. The sampling technique in this study used the Slovin formula with a total sample of 81 employees. In this study, the research design used was quantitative research by distributing questionnaires to KPP Pratama Jakarta Cakung employees and taking several books, journals, and examples of previous studies related to this research. Data analysis methods used in this research are regression analysis, descriptive analysis, and path analysis.

Based on the results of the research, shows that 1) career development and organizational commitment have an impact on increasing work motivation. 2) career development and organizational commitment have an impact on increasing work productivity. 3) work motivation has an impact on increasing work productivity 4) career development and organizational commitment have an impact on increasing work productivity through work motivation. Work motivation cannot mediate, namely career development and organizational commitment in influencing employee work productivity.

DOI: <https://doi.org/10.54660/IJMARGE.2024.5.2.287-296>

Keywords: Career Development, Organizational Commitment, Work Productivity, Work Motivation

Introduction

The success of an institution can be seen from the work productivity of its employees. Work productivity in institutions is an issue that is always hot and endlessly discussed. Employee work productivity is a result of the work requirements that must be met by each employee. This requirement is the employee's willingness to work with enthusiasm and responsibility.

The Directorate General of Taxes is one of the Directorates General under the Indonesian Ministry of Finance which has the task of formulating and implementing policies and technical standardization in the field of taxation. The DJP organization, with more than 500 operational offices and more than 40,000 employees spread throughout the archipelago, is one of the largest organizations within the Ministry of Finance. All existing resources are empowered to safeguard tax revenues, the burden of which becomes heavier every year. Through the Directorate General of Taxes, the government is targeting tax revenues in the 2019 State Revenue and Expenditure Budget (APBN) of IDR 1,577.6 trillion, or an increase of 20.1 percent from the realization of tax revenues in 2018. According to data as of August 2019, information was obtained that successful tax revenues The new amount collected was IDR 801.02 trillion or 57.8% of the target.

Human Resources is one of the main factors that is very important in an organization called the Directorate General of Taxes (DJP). With DJP's vision: to become the best state revenue collection institution to guarantee the sovereignty and independence of the state, human resource management must be handled as well as possible so that their skills and work abilities can be utilized optimally in achieving the organization's goals, namely securing revenue targets from the taxation sector.

One of the things that encourages work productivity is the opportunity to advance, namely the opportunity to improve one's career because this is a human need. It is human nature in general to be better, more advanced than the position they currently have, that's why they want progress in their lives. The desire to advance within an organization is often referred to as promotion and promotion is one of the efforts to develop human resources. Thus, along with the employee's desire to advance or improve their career, the role of organizational leaders in employee development efforts cannot be separated. The Ministry of Finance's strategy is to improve the quality of HR management by implementing talent management as a form of clarity in employee career development to be able to fulfill higher-level positions. DJP regulates career development with PMK number 161/PMK.01/2017 regarding amendments to PMK 60/PMK.01/2016 concerning talent management which aims, among other things, to obtain and prepare the best employees to occupy higher-level positions and take initiatives to optimize strategy achievements, organizational goals and encouraging the Ministry of Finance to become a world-class government institution. Therefore, career development is needed to trigger self-development in carrying out tasks. Armstrong (2012) ^[5] in his book Handbook of Human Resource Management Practice states that one of the indicators of increasing productivity is providing rewards in the form of clear career development.

Apart from the factors that influence work productivity, the next factor is organizational commitment. Commitment is an attitude that shows a feeling of liking or disliking the organization where one works (Robbins, 2005) ^[23]. An employee who has a more organizational commitment to the organization will always work beyond work standards, have better work productivity, and is willing to make efforts for the institution and has a strong desire to share and sacrifice for the interests of the institution as intended by organizational citizenship behavior (Greenberg and Baron, 1997) ^[9]. A high level of organizational commitment will cause an employee not only to join the organization physically, not only to carry out his work duties but more than that, he will also carry out other tasks outside of his job (Djatmiko, 2005) ^[10]. A person's productivity is also largely influenced by organizational commitment (Fitriastuti, 2013) ^[12]. An employee who has high organizational commitment will always work optimally and be enthusiastic about utilizing the abilities and skills he has.

Apart from that, a factor that influences work productivity is work motivation. Motivation is a process that explains the intensity, direction, and persistence of an individual to achieve their goals (Robbins, 2008). Analysis that concentrates more on employee productivity will place more emphasis on two main factors a) the employee's desire or motivation to work which will then result in the employee's efforts, and b) the employee's ability to work. Thus, the motivation expected from employees is that the function of motivation and ability can influence employee performance (Rosidah, 2009) ^[4].

Literature Review

Productivity

The grand goal-setting theory used in this research is getting to know management. According to Robbins and Coulter, management is a work activity that involves coordinating supervision of other people's work, so that the work can be

completed effectively and efficiently. Goal-setting theory was coined by Edwin Locke in 1978. Goal setting theory is a part of motivation theory which is based on evidence that assumes that desired circumstances play an important role in action. The basic concept in goal setting theory is someone who understands what goals the organization hopes to influence employee work productivity.

This theory implies that an individual is committed to a goal. If an individual is committed to achieving his goals, then this will influence his actions and affect the consequences of his performance. Bhisop and Scot stated that there is an influence of organizational or company commitment on employee work productivity, employees who are committed tend to have better work attendance records, have longer work tenure, and have higher job satisfaction than less committed employees.

Meanwhile, according to Pambudi, commitment is not just doing or carrying out tasks from superiors (doing the defined jobs), but doing everything by going beyond the tasks given. Based on the opinion above, it can be seen that high commitment will tend to have high productivity as well.

With this explanation, it can be concluded that goal-setting theory can relevantly explain the factors that can influence employee work productivity used in this research.

According to Sutrisno (2016) ^[28], productivity is very important for employees in the company. With work productivity, it is hoped that work will be carried out efficiently and effectively so that ultimately this is very necessary in achieving the goals that have been set. To measure work productivity, an indicator is needed, as follows:

1. Ability. Ability to perform tasks. Employees' abilities depend on their internal skills and their professionalism in doing their work. This gives them the power to perform the tasks assigned to them.
2. Increase the results achieved. Trying to improve the results obtained, the results are something that can be felt both by those who do it and by those who enjoy the results of the work. So efforts to utilize labor productivity for everyone involved in a job.
3. Work enthusiasm. It is an effort to be better than yesterday, this indicator can be seen from work ethic and the results obtained today compared to the previous day.
4. Self-development. Self-development can be done by examining the challenges and expectations that employees will face. Because the challenges are stronger, self-development is necessary. Likewise, the hope of becoming better will in turn have an impact on employees' desire to improve their skills.
5. Quality. Always try to improve the quality better than what is happening. Quality is the result of work that can show the quality of an employee's work. Therefore, quality improvement aims to provide the best results, which in the end will be very useful for the company and for itself.
6. Efficiency. Efficiency is a comparison between the results obtained and the global resources needed. Input and output are aspects of productivity that have a significant impact on every employee.

Career Development

A large number of complaints from employees regarding the company's lack of attention to their career journey indicates the possibility of problems in career development at the

company (Bianca, Katili, and Anggraeni, 2013) ^[6]. Limited promotional opportunities, changes in workforce demographics, such as an aging workforce, economic downturns, and global competition. A stressful work environment causes emotional stress and often makes employees rethink their career decisions because if employees believe that they cannot handle the pressure, they will prefer to leave their jobs. This indicates the possibility of problems in employee career development at the company (Lee and Yeo, 2016) ^[15]. Low employee abilities and education may also be the cause of problems in employee career development (Bianca et al, 2016)

Career development according to Handoko (2014) ^[13], career development is a personal improvement that a person can make to achieve a planned career plan. Based on the definitions above, it can be concluded that career development is activities in developing employee potential to occupy higher positions to realize career plans in the future.

In measuring the achievement of a variable, concrete indicators are needed which can be various symptoms or concrete actions that will influence something, including the issue of career development. According to Rivai (2015), career development indicators include the following.

1. Job Performance. The assumption of good performance underlies all career development activities. When performance is below standard, ignoring other career development efforts, even the simplest career goals will not be achieved. Career progress generally lies in performance and achievement.
2. Exposure. Exposure becomes understandable (expected to maintain as high as possible). Know what to expect from promotions, transfers, or other career opportunities by carrying out conducive tasks. Without exposure, employees may not be aware of the opportunities needed to achieve career goals.
3. Work network. Through a network of personal relationships between one employee and another employee and also relationships with professional groups, a good bond or working network will be formed between the employee and other employees or professional groups. This network will ultimately benefit employees in their career development.
4. Growth opportunities. Employees should be allowed to grow, for example, through training and also continuing their education. This will provide opportunities for employees to develop according to their career plans.
5. Mentors and sponsors. Many employees think that mentors can help develop their careers. The advice given by mentors and supervisors can help in their career development process.

Organizational Commitment

The concept of organizational commitment, also known as work commitment, has received attention from managers and organizational actors, developing from initial studies regarding employee loyalty that is expected of every employee. Work commitment or organizational commitment is a condition felt by employees that can give rise to strong positive behavior towards their work organization. Organizational commitment can grow because individuals have an emotional bond with the company which includes moral support and acceptance of the values within the company as well as an inner determination to serve the company.

According to Wibowo (2016) ^[31], organizational commitment is the feelings, attitudes, and behavior of individuals identifying themselves as part of the organization, being involved in the process of organizational activities, and being loyal to the organization in achieving organizational goals. According to Kaswan (2017) ^[16], organizational commitment is a measure of an employee's willingness to stay with a company in the future. Commitment often reflects an employee's belief in the mission and goals of the organization, a willingness to put forth effort to complete the work, and a desire to continue working there. Kreitner and Kinicki (in Kaswan 2017) ^[16] state that organizational commitment reflects how individuals identify themselves with the organization and are bound by its goals.

According to Steers (2016) ^[26], organizational commitment can be defined as the relative strength of an individual's identification with their organization, which can be seen using at least 3 indicators, namely:

1. Affective Commitment. Arises because of desire, meaning that commitment is seen as an attitude, namely an individual's effort to identify himself with the organization and its goals. The process of forming affective commitment was developed based on the exchange principle conditions in the form of implementing a reward and punishment system, as a form of reciprocity for each contribution of employee involvement to the company. Giving rewards or punishments according to the level of success or failure and the condition of the company.
2. Continuance Commitment. Continuance Commitment arises out of necessity and views that commitment as a behavior that occurs because of a dependency on activities that have been carried out in the organization in the past and this cannot be abandoned because it will be detrimental.
3. Normative commitment. This normative commitment is thought to develop as a result of internalizing normative pressures for something to be done from action and receiving benefits resulting from a sense of responsibility in return. Normative commitment develops based on the principle of exchange or what is usually called the norm of reciprocity. Rewards will indirectly create conditions of moral obligation so that in the end they will form a great attachment to the workplace.

Work Motivation

Hafidzi et al (2019) ^[1] state that motivation is the provision of a driving force that creates enthusiasm for a person's work so that they can collaborate, work effectively, and be integrated with all their efforts to achieve satisfaction. Motivation is the main thing that drives someone to work. According to Sedarmayanti (2017) ^[24], motivation is a force that encourages someone to act or not which is essentially positive or negative internally and externally, work motivation is something that creates encouragement/enthusiasm for work/enthusiasm for work. Bangun (2012) ^[8] motivation is a desire within a person that causes that person to take an action. Someone takes action for something to achieve a goal.

Therefore, motivation is a driving force that leads to goals and it rarely appears in vain. Every organization certainly wants to achieve its goals. To achieve this goal, the role of the humans involved is very important. To move people to

conform to what the organization wants, it is necessary to understand the motivation of the people who work within the organization because this motivation is what determines people's behavior in working, in other words, behavior is the simplest reflection of motivation.

According to Rivai (2015), motivation is a series of attitudes and values that influence individuals to achieve specific things by individual goals. According to Hafidzi (2019) [1], it is a condition or energy that moves employees who are directed or aimed at achieving the company's organizational goals. According to McClelland, work motivation, translated by Suwanto (2020) [29], is "a set of forces both originating from within and from outside a person that encourages one to start working behavior by a certain format, direction, intensity and period.

Hafidzi et al (2019) [1] state that motivation is the provision of a driving force that creates enthusiasm for a person's work so that they can collaborate, work effectively, and be integrated with all their efforts to achieve satisfaction. Motivation is the main thing that drives someone to work, there are several indicators of work motivation, namely:

1. Physical needs, are the need for supporting facilities that can be obtained at the workplace, for example supporting facilities to make it easier to complete tasks in the office.
2. Security needs needs for a sense of security include a sense of physical security, stability, dependence, protection, and freedom from threatening forces such as fear, anxiety, and danger.
3. Social needs, are needs that must be met based on common interests in society, these needs are met together, for example, good interactions between people.
4. The need for esteem, the need for appreciation for what someone has achieved, for example, the need for status, glory, attention, and reputation.
5. The need for encouragement to achieve goals, the need for encouragement to achieve something desired, for example, motivation from leaders.

Research Methods

Population and Sample

The population is all individuals or objects studied that have several similar characteristics (Latipun, 2011) [18]. Meanwhile, according to Azwar, a population is defined as a

group of subjects who wish to generalize research results. This subject group must have shared traits or characteristics that differentiate it from other subject groups (Azwar, 2011) [7]. Meanwhile, the population in this study were employees of KPP Pratama Jakarta Cakung, totaling 101 employees.

The selection of samples (respondents) in this research uses incidental techniques, as stated by Sugiyono (2016) [27], incidental sampling is determining samples based on chance, that is, anyone who coincidentally/incidentally meets the researcher can be used as a sample if it is seen by the person who coincidentally found it suitable as a data source.

Determination of the number of samples used in this research was determined using the Slovin formula. According to Narendra, et al (2021), the Slovin formula is a formula for calculating the minimum sample size if the behavior of a population is not known with certainty. The research sample size using the Slovin formula is determined by the error rate value. Where the greater the error rate used, the smaller the number of samples taken. Based on calculations, the number of samples determined was 81 people. The number of respondents is considered representative of obtaining writing data that reflects the population situation.

Analysis Model

Descriptive analysis is an analysis method that aims to describe or explain something as it is (Irawan, 2004) [25]. In this research, data presentation uses a data analysis table of average values (mean) and frequency distribution.

Path analysis is a technique for analyzing cause-and-effect relationships that occur in multiple regression if the independent variable influences the dependent variable not only directly but also indirectly (Retherford, 1993) [21].

Results and Discussion

1. Career development variable (X1)

Based on the results of distributing questionnaires on career development variables, it can be divided into five indicators, including Work Performance, Exposure, Networking, Opportunities for growth, and Mentors and sponsors. The answers from respondents based on the frequency of assessment scores and the percentage of respondents' statements can be described as follows:

Table 1: Frequency of Assessment Scores and % of Respondent Statements Regarding Career Development Variables (X1)

| Statement | 1 | | 2 | | 3 | | 4 | | 5 | | Mean |
|--------------------------------------------------------------------------------------------------------------|---|-----|---|-----|----|------|----|------|----|------|------|
| | F | % | F | % | F | % | F | % | F | % | |
| Employees' work achievements can improve their career path in the company | 1 | 1.2 | 0 | 0 | 3 | 3.7 | 45 | 55.6 | 32 | 39.5 | 4.32 |
| With satisfactory work performance, employees will gain career development more quickly | 0 | 0 | 1 | 1.2 | 8 | 9.9 | 39 | 48.1 | 33 | 40.7 | 4.28 |
| Work performance | | | | | | | | | | | 4.30 |
| I get rewards/awards if I show work performance | 0 | 0 | 0 | 0 | 7 | 8.6 | 43 | 53.1 | 31 | 38.3 | 4.30 |
| There is career clarity within the company | 1 | 1.2 | 0 | 0 | 6 | 7.4 | 32 | 39.5 | 42 | 51.9 | 4.41 |
| Exposure (Exposure) | | | | | | | | | | | 4.35 |
| Good collaboration and supported by a good work network will also open up career opportunities for employees | 0 | 0 | 0 | 0 | 12 | 14.8 | 33 | 40.7 | 36 | 44.4 | 4.30 |
| I think having colleagues outside the company is very important | 0 | 0 | 0 | 0 | 11 | 13.6 | 37 | 45.7 | 33 | 40.7 | 4.27 |
| Networking | | | | | | | | | | | 4.28 |
| Get training and education provided to employees | 0 | 0 | 0 | 0 | 11 | 13.6 | 36 | 44.4 | 43 | 42 | 4.28 |
| Employees are allowed to select internal employees for the required positions | 0 | 0 | 0 | 0 | 13 | 16 | 45 | 55.6 | 23 | 28.4 | 4.12 |
| Opportunities to growth | | | | | | | | | | | 4.20 |
| I always take advantage of the suggestions given by my superiors in the process of achieving a better career | 0 | 0 | 0 | 0 | 7 | 8.6 | 50 | 61.7 | 24 | 29.6 | 4.21 |
| Employees will be able to develop their careers through sponsorship provided by the company | 1 | 1.2 | 2 | 2.5 | 9 | 11.1 | 44 | 54.3 | 25 | 30.9 | 4.11 |
| Mentors and sponsors | | | | | | | | | | | 4.16 |

Based on the results of the respondents' answers above, it can be concluded that the majority of respondents fall into the category of those who tend to strongly agree. This means that the majority of respondents stated that they tended to strongly agree with the statements attached to the career development variable. The indicator that makes the biggest contribution to the formation of the career development variable is exposure, career development through collaboration and opening a wider work network can improve employee career experience, opening a wider work network of course interaction with employees of other companies provides

motivation and competitiveness in the career development process.

2. Organizational commitment variable (X2)

Based on the results of distributing questionnaires on the organizational commitment variable, it can be divided into three indicators, including Affective Commitment, Continuance Commitment, and Normative Commitment. The answers from respondents based on the frequency of assessment scores and the percentage of respondents' statements can be described as follows:

Table 2: Frequency of Assessment Scores and % of Respondent Statements on Organizational Commitment Variables (X2)

| Statement | 1 | | 2 | | 3 | | 4 | | 5 | | Mean |
|---------------------------------------------------------------------------------------------------------------|---|-----|---|-----|----|------|----|------|----|------|------|
| | F | % | F | % | F | % | F | % | F | % | |
| I will be very happy to spend the rest of my career at this company | 0 | 0 | 0 | 0 | 11 | 13.6 | 37 | 45.7 | 33 | 40.7 | 4.27 |
| I feel that the problems that occur in the company are my problems too | 0 | 0 | 1 | 1.2 | 12 | 14.8 | 45 | 55.6 | 23 | 28.4 | 4.11 |
| I feel like I am part of the family in this company | 0 | 0 | 0 | 0 | 7 | 8.6 | 50 | 61.7 | 24 | 29.6 | 4.21 |
| I have a strong sense of belonging to this company | 1 | 1.2 | 1 | 1.2 | 9 | 11.1 | 43 | 53.1 | 27 | 33.3 | 4.16 |
| Affective Commitment | | | | | | | | | | | 4.19 |
| It was difficult for me to leave this company because I was afraid of not getting job opportunities elsewhere | 2 | 2.5 | 1 | 1.2 | 4 | 4.9 | 40 | 49.4 | 34 | 42 | 4.27 |
| It's hard to get a job with a good salary like my current job | 0 | 0 | 2 | 2.5 | 5 | 6.2 | 42 | 51.9 | 32 | 39.5 | 4.28 |
| It would be too detrimental for me to leave this company | 0 | 0 | 1 | 1.2 | 5 | 6.2 | 44 | 54.3 | 31 | 38.3 | 4.30 |
| Currently, continuing to work at the company is both a need and a desire for me | 0 | 0 | 2 | 2.5 | 5 | 6.2 | 41 | 50.6 | 33 | 40.7 | 4.30 |
| Continuance Commitment | | | | | | | | | | | 4.29 |
| I feel this company has done a lot for my life | 0 | 0 | 0 | 0 | 7 | 8.6 | 43 | 53.1 | 31 | 38.3 | 4.30 |
| I feel like I haven't contributed much to this company | 1 | 1.2 | 3 | 3.7 | 8 | 9.9 | 41 | 50.6 | 28 | 34.6 | 4.14 |
| This company deserves my loyalty | 0 | 0 | 2 | 2.5 | 16 | 19.8 | 40 | 49.4 | 23 | 28.4 | 4.04 |
| I want to spend the rest of my career at this company | 1 | 1.2 | 0 | 0 | 4 | 4.9 | 35 | 43.2 | 41 | 50.6 | 4.42 |
| Normative Commitment | | | | | | | | | | | 4.22 |

Based on the results of the respondents' answers above, it can be concluded that the majority of respondents fall into the category of those who tend to strongly agree. This means that the majority of respondents said they tended to strongly agree with the statement attached to the organizational commitment variable. The indicator that provides the greatest value to the formation of organizational commitment variables is Continuance Commitment, that employee commitment to the company seeing how the opportunities currently obtained may not necessarily be able to bring employees to the same level as those offered by the company, apart from that the income that can be obtained is following what is expected desired by employees so that the tendency to turn away is

very small, meaning that Continuance Commitment forms employees' attitudes towards their current organization to be higher.

3. Work motivation variable (X3)

Based on the results of distributing questionnaires on work motivation variables, it can be divided into five indicators, including physical needs, security needs, social needs, esteem needs, and encouragement needs to achieve goals. The answers from respondents based on the frequency of assessment scores and the percentage of respondents' statements can be described as follows:

Table 3: Frequency of Assessment Scores and % of Respondent Statements on Work Motivation Variables (X3)

| Statement | 1 | | 2 | | 3 | | 4 | | 5 | | Mean |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----|---|-----|----|------|----|------|----|------|------|
| | F | % | F | % | F | % | F | % | F | % | |
| In my opinion, there is suitability of the salary that has been received so far is related to the sacrifices (energy and mental effort) that have been given to the company | 0 | 0 | 0 | 0 | 3 | 3.7 | 43 | 53.1 | 35 | 43.2 | 4.20 |
| The company provides meal and transportation allowances to employees | 1 | 1.2 | 2 | 2.5 | 8 | 9.9 | 38 | 46.9 | 32 | 39.5 | 4.21 |
| The company provides holidays and leave following applicable regulations | 0 | 0 | 0 | 0 | 6 | 7.4 | 42 | 51.9 | 33 | 40.7 | 4.33 |
| Physical Needs | | | | | | | | | | | 4.31 |
| The company creates safe working conditions | 0 | 0 | 0 | 0 | 7 | 8.6 | 35 | 43.2 | 39 | 48.1 | 4.40 |
| The company provides security guarantees in the form of work accident insurance | 1 | 1.2 | 1 | 1.2 | 13 | 16 | 36 | 44.4 | 30 | 37 | 4.15 |
| The company provides a forum for employees to respond to employee complaints | 0 | 0 | 0 | 0 | 11 | 13.6 | 37 | 45.7 | 33 | 40.7 | 4.27 |
| Need for security | | | | | | | | | | | 4.27 |
| The relationship between leaders is well-established | 0 | 0 | 0 | 0 | 11 | 13.6 | 36 | 44.4 | 34 | 42 | 4.28 |
| Relations between colleagues are good | 0 | 0 | 0 | 0 | 13 | 16 | 43 | 53.1 | 25 | 30.9 | 4.15 |
| The ideas I provide to the organization can be accepted by the leadership | 0 | 0 | 0 | 0 | 7 | 8.6 | 49 | 60.5 | 25 | 30.9 | 4.22 |
| Social needs | | | | | | | | | | | 4.22 |
| The company respects employees by giving awards to employees who excel | 0 | 0 | 1 | 1.2 | 9 | 11.1 | 46 | 56.8 | 25 | 30.9 | 4.17 |
| There are bonuses given by the company to employees | 0 | 0 | 1 | 1.2 | 5 | 6.2 | 43 | 53.1 | 32 | 39.5 | 4.31 |
| There is a guarantee of promotion for employees who excel | 0 | 0 | 2 | 2.5 | 8 | 9.9 | 43 | 53.1 | 28 | 34.6 | 4.20 |

| | | | | | | | | | | | |
|---------------------------------------------------------------------------------------------------------------------|---|---|---|-----|----|------|----|------|----|------|------|
| The need for appreciation | | | | | | | | | | | 4.23 |
| The company provides opportunities for employees to develop creativity at work | 0 | 0 | 1 | 1.2 | 6 | 7.4 | 46 | 56.8 | 28 | 34.6 | 4.25 |
| Feelings of self-fulfillment (accomplishing what is hoped for) obtained from the current job (position) or position | 0 | 0 | 2 | 2.5 | 6 | 7.4 | 43 | 53.1 | 30 | 37 | 4.25 |
| Employees are allowed to participate in making decisions for the progress of the organization | 0 | 0 | 2 | 2.5 | 10 | 12.3 | 42 | 51.9 | 27 | 33.3 | 4.16 |
| The need for encouragement to achieve goals. | | | | | | | | | | | 4.22 |

Based on the results of the respondents' answers above, it can be concluded that the majority of respondents fall into the category of tending to agree. This means that the majority of respondents stated that they tended to strongly agree with the statements attached to the work motivation variable. The indicator that makes the biggest contribution to the formation of work motivation variables is physical needs, that the motivation that arises from the company is more about the physical needs required by employees, such as suitability of salary based on the amount of responsibility and the company's attention to employee benefits and leave which can motivate employees from boredom to the work assigned,

so that physical needs become one of the indicators that the company needs to pay attention to in improving it.

4. Work productivity variable (Y)

Based on the results of distributing questionnaires on the work productivity variable, it can be divided into six indicators, including Ability, Increasing the results achieved, Work Spirit, Self-development, Quality, and Efficiency. The answers from respondents based on the frequency of assessment scores and the percentage of respondents' statements can be described as follows:

Table 4: Frequency of Assessment Scores and % of Respondent Statements Regarding Work Productivity Variables (Y)

| Statement | 1 | | 2 | | 3 | | 4 | | 5 | | Mean |
|-----------------------------------------------------------------------------------------|---|-----|---|-----|----|------|----|------|----|------|------|
| | F | % | F | % | F | % | F | % | F | % | |
| I feel I can complete the work appropriately according to the standards set. | 0 | 0 | 0 | 0 | 11 | 13.6 | 36 | 44.4 | 34 | 42 | 4.28 |
| I understand the routine tasks carried out | 0 | 0 | 0 | 0 | 13 | 16 | 44 | 54.3 | 24 | 29.6 | 4.14 |
| Ability | | | | | | | | | | | 4.21 |
| The amount of work I handle always meets the targets set | 0 | 0 | 0 | 0 | 7 | 8.6 | 49 | 60.5 | 25 | 30.9 | 4.22 |
| In completing work, you must get the best results | 1 | 1.2 | 1 | 1.2 | 10 | 12.3 | 47 | 58 | 22 | 27.2 | 4.09 |
| Increasing the results achieved | | | | | | | | | | | 4.15 |
| I try to complete my work before the deadline set by my boss | 1 | 1.2 | 2 | 2.5 | 5 | 6.2 | 44 | 54.3 | 29 | 35.8 | 4.21 |
| I never complain or feel heavy about the workload that is my responsibility | 1 | 1.2 | 3 | 3.7 | 5 | 6.2 | 42 | 51.9 | 30 | 37 | 4.20 |
| Spirit at work | | | | | | | | | | | 4.20 |
| The company always provides opportunities for personal growth and development | 0 | 0 | 1 | 1.2 | 6 | 7.4 | 46 | 56.8 | 28 | 34.6 | 4.25 |
| The company always provides opportunities for your creativity in carrying out your work | 0 | 0 | 2 | 2.5 | 8 | 9.9 | 43 | 53.1 | 28 | 34.6 | 4.20 |
| Self-development | | | | | | | | | | | 4.22 |
| I always try to improve the quality of my work | 2 | 2.5 | 4 | 4.9 | 8 | 9.9 | 40 | 49.4 | 27 | 33.3 | 4.06 |
| The results of my work so far are following the quality determined by the company | 0 | 0 | 1 | 1.2 | 16 | 19.8 | 40 | 49.4 | 24 | 29.6 | 4.07 |
| Quality | | | | | | | | | | | 4.07 |
| I care about punctuality and perfection of work results | 0 | 0 | 0 | 0 | 5 | 6.2 | 35 | 43.2 | 41 | 50.6 | 4.44 |
| The time used to complete a job according to predetermined standards | 0 | 0 | 1 | 1.2 | 9 | 11.1 | 43 | 53.1 | 28 | 34.6 | 4.21 |
| Efficiency | | | | | | | | | | | 4.33 |

Based on the results of the respondents' answers above, it can be concluded that the majority of respondents fall into the category of those who tend to strongly agree. This means that the majority of respondents said they tended to strongly agree with the statement attached to the work productivity variable. The indicator that makes the biggest contribution to the formation of the work productivity variable is efficiency, which in looking at the work productivity of employees in completing work they maintain quality and timeliness. This results in work not piling up and when necessary for decision-

making, the work has been completed, apart from that. The standards set by the company become a reference for employees in completing their work.

Hypothesis testing

a. It is suspected that there is an influence of career development and organizational commitment on work motivation

To find out this, it is necessary to use the F test. The following is a test for each variable:

Table 5: F test results of the influence of career development and organizational commitment on work motivation

| ANOVA ^a | | | | | | |
|--------------------------------------------------------------------------------|------------|----------------|----|-------------|---------|-------------------|
| | Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 2479.405 | 2 | 1239.703 | 392.837 | .000 ^b |
| | Residual | 246.150 | 78 | 3.156 | | |
| | Total | 2725.556 | 80 | | | |
| a. Dependent Variable: Work_Motivation | | | | | | |
| b. Predictors: (Constant), Organizational_Commitment_X2, Career_Development_X1 | | | | | | |

From Table 5, it is found that the calculated F value of the career development and organizational commitment variables is 392,837, while the F table is 2.48. Thus $f_{count} > f_{table}$ ($392,837 > 2.48$), H_0 is rejected and H_1 is accepted at this real level. This provides the conclusion that career development and organizational commitment influence work motivation. Thus the first hypothesis is tested and proven.

b. It is suspected that there is an influence of career development and organizational commitment on work productivity

To find out this, it is necessary to use the F test. The following is a test for each variable:

Table 6: F test results on the influence of career development and organizational commitment on work productivity

| ANOVA ^a | | | | | | |
|--------------------------------------------------------------------------------|------------|----------------|----|-------------|---------|-------------------|
| | Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 1814.223 | 2 | 907.112 | 298.965 | .000 ^b |
| | Residual | 236.666 | 78 | 3.034 | | |
| | Total | 2050.889 | 80 | | | |
| a. Dependent Variable: Work_Productivity_Y | | | | | | |
| b. Predictors: (Constant), Organizational_Commitment_X2, Career_Development_X1 | | | | | | |

From Table 6, it is found that the calculated F value of the career development and organizational commitment variables is 298,965, while the F table is 2.48. Thus $f_{count} > f_{table}$ ($298,965 > 2.48$), H_0 is rejected and H_1 is accepted at

this real level. This provides the conclusion that career development and organizational commitment influence work productivity. Thus the second hypothesis is tested and proven.

c. It is suspected that there is an influence of work motivation on work productivity

Table 7: Influence of work motivation on work productivity

| Coefficients | | | | | | |
|--------------------------------------------|-----------------|-----------------------------|------------|---------------------------|--------|------|
| | Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -2.735 | 1.739 | | -1.572 | .120 |
| | Work_Motivation | .833 | .027 | .960 | 30.659 | .000 |
| a. Dependent Variable: Work_Productivity_Y | | | | | | |

The results of the t-test for the work motivation variable obtained a calculated t value = 30.659 and a t table of 1.989. This means $t_{count} > t_{table}$ ($30.659 > 1.989$), which means H_0 is rejected and H_1 is accepted. This gives the conclusion that work motivation influences employee work productivity. Thus the third hypothesis is tested and proven.

a. It is suspected that there is an influence of career development and organizational commitment on work productivity through work motivation

$$X1 \rightarrow X3 \rightarrow Y = (\rho_{x3x1}) \times (\rho_{yx3}) = 0,332 \times 0,960 = 0,318$$

$$X2 \rightarrow X3 \rightarrow Y = (\rho_{x3x2}) \times (\rho_{yx3}) = 0,653 \times 0,960 = 0,626$$

In the career development variable, the indirect influence value is obtained from the path coefficient value ρ_{x3x1} multiplied by the path coefficient value ρ_{yx3} . The multiplication results show that the indirect influence coefficient value is smaller than the direct influence coefficient value.

For the organizational commitment variable, the indirect influence value is obtained from the path coefficient value ρ_{x3x2} multiplied by the path coefficient value ρ_{yx3} . The multiplication results show that the indirect influence coefficient value is smaller than the direct influence coefficient value. This shows that work motivation cannot mediate career development and organizational commitment in influencing employee work productivity.

Discussion

The influence of career development and organizational commitment on work motivation

Based on the results of the analysis of the description of career development variables, show that the majority of KPP Pratama Jakarta Cakung employees stated that they tended to strongly agree with Job Performance, Exposure, Networking, Opportunities for growth, and Mentors and sponsors. The indicator that makes the biggest contribution to the formation of career development variables is exposure. Interaction with employees of other companies provides motivation and competitiveness in the career development process.

Based on the analysis of the description of the organizational commitment variable, it shows that the majority of KPP Pratama Jakarta Cakung employees strongly agree with Affective Commitment, Continuance Commitment, and Normative Commitment. The indicator that provides the greatest value to the formation of organizational commitment variables is Continuance Commitment, that employee commitment to the company seeing how the opportunities currently obtained may not necessarily be able to bring employees to the same level as those offered by the company, apart from that the income that can be obtained is following what is expected. Desired by employees so that the tendency to turn away is very small, meaning that Continuance Commitment forms employees' attitudes towards their current organization to be higher.

Based on the results of the path analysis, shows that career development and organizational commitment have an impact on increasing work motivation. These results are in line with research conducted by Natalia Putri Matahelumual, Adolfina, Raymond Kawet (2019)^[19], Haryati and Mukhlis (2021)^[14], Teddy Marliady Nurwan (2017)^[30], Suryaman, Nindia (2021), Fadhilul Roji Nasution, Adrial Falahi (2022).

The Influence of Career Development and Organizational Commitment on Work Productivity

Based on the results of the analysis of the description of career development variables, it shows that the majority of KPP Pratama Jakarta Cakung employees stated that they tended to strongly agree with Job Achievement, Exposure, Work Network, Opportunities for growth, and Mentors and sponsors. The indicator that makes the biggest contribution to the formation of career development variables is exposure interaction with employees of other companies provides motivation and competitiveness in the career development process.

Based on the analysis of the description of the organizational commitment variable, it shows that the majority of KPP Pratama Jakarta Cakung employees strongly agree with Affective Commitment, Continuance Commitment, and Normative Commitment. The indicator that provides the greatest value to the formation of organizational commitment variables is Continuance Commitment, that employee commitment to the company seeing how the opportunities currently obtained may not necessarily be able to bring employees to the same level as those offered by the company, apart from that the income that can be obtained is following what is expected. desired by employees so that the tendency to turn away is very small, meaning that Continuance Commitment forms employees' attitudes towards their current organization to be higher.

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The Influence of Work Motivation on Work Productivity

Based on the analysis of the description of work motivation variables, it shows that the majority of KPP Pratama Jakarta Cakung employees stated that they tended to strongly agree that Physical Needs, Security Needs, Social Needs, Reward Needs, and Encouragement Needs to achieve goals. The indicator that makes the biggest contribution to the formation of work motivation variables is physical needs, that the motivation that arises from the company is more about the physical needs required by employees, such as suitability of salary based on the amount of responsibility and the company's attention to employee benefits and leave which can motivate employees from boredom to the work assigned, so that physical needs become one of the indicators that the company needs to pay attention to in improving it.

Based on the analysis of the description of work productivity variables, it shows that they tend to strongly agree that ability, increasing results achieved, Work enthusiasm, Personal Development, Quality, and Efficiency. The indicator that makes the biggest contribution to the formation of the work productivity variable is efficiency, which in looking at the

work productivity of employees in completing work they maintain quality and timeliness. This results in work not piling up and when necessary for decision-making, the work has been completed, apart from that. The standards set by the company become a reference for employees in completing their work.

Based on the results of the path analysis, it shows that work motivation has an impact on increasing work productivity. These results are in line with research conducted by Natalia Putri Matahelumual, Adolfina, Raymond Kawet (2019)^[19], Haryati and Mukhlis (2021)^[14], Teddy Marliady Nurwan (2017)^[30], Suryaman, Nindia (2021), Fadhilul Roji Nasution, Adrial Falahi (2022).

The Influence of Career Development and Organizational Commitment on Work Productivity Through Work Motivation

Based on the results of the analysis of the description of career development variables, it shows that the majority of KPP Pratama Jakarta Cakung employees stated that they tended to strongly agree with Job Achievement, Exposure, Work Network, Opportunities for growth, and Mentors and sponsors. The indicator that makes the biggest contribution to the formation of career development variables is exposure. Interaction with employees of other companies provides motivation and competitiveness in the career development process.

Based on the analysis of the description of the organizational commitment variable, it shows that the majority of KPP Pratama Jakarta Cakung employees strongly agree with Affective Commitment, Continuance Commitment, and Normative Commitment. The indicator that provides the greatest value to the formation of organizational commitment variables is Continuance Commitment, that employee commitment to the company seeing how the opportunities currently obtained may not necessarily be able to bring employees to the same level as those offered by the company, apart from that the income that can be obtained is following what is expected. Desired by employees so that the tendency to turn away is very small, meaning that Continuance Commitment forms employees' attitudes towards their current organization to be higher.

Based on the analysis of the description of work motivation variables, it shows that the majority of KPP Pratama Jakarta Cakung employees stated that they tended to strongly agree that Physical Needs, Security Needs, Social Needs, Reward Needs, and Encouragement Needs to achieve goals. The indicator that makes the biggest contribution to the formation of work motivation variables is physical needs, that the motivation that arises from the company is more about the physical needs required by employees, such as suitability of salary based on the amount of responsibility and the company's attention to employee benefits and leave which can motivate employees from boredom to the work assigned, so that physical needs become one of the indicators that the company needs to pay attention to in improving it.

Based on the analysis of the description of work productivity variables, it shows that they tend to strongly agree that ability, increasing results achieved, Work enthusiasm, Personal Development, Quality, and Efficiency. The indicator that makes the biggest contribution to the formation of the work productivity variable is efficiency, which in looking at the work productivity of employees in completing work, they maintain quality and timeliness. This results in work not

piling up and when necessary for decision-making, the work has been completed, apart from that. The standards set by the company become a reference for employees in completing their work.

Based on the results of the path analysis, shows that career development and organizational commitment have an impact on increasing work productivity through work motivation. These results are in line with research conducted by Natalia Putri Matahelumual, Adolfina, Raymond Kawet (2019) ^[19], Haryati and Mukhlis (2021) ^[14], Teddy Marliady Nurwan (2017), Suryaman, Nindia (2021), Fadhilul Roji Nasution, Adrial Falahi (2022).

Conclusions and Recommendations

Conclusion

Based on the research results and hypothesis testing from the proposed problem formulation, it can be concluded as follows:

1. Work productivity is the employee's mental attitude which reflects the employee's ability to carry out work and the results obtained based on the resources used, KPP Pratama Jakarta Cakung employees as a whole during a certain period in carrying out work shows the employee's mentality and the employee's ability to produce quality work, indicators of work productivity consist of Ability, Increasing the results achieved, Work enthusiasm, Personal Development, Quality, and Efficiency.
2. Career development variables include the development of the individual or employee themselves, the effort or process to achieve it, improving employee attitudes, and increasing authority and position within the organization. The indicator that makes the biggest contribution to the formation of career development variables is exposure, namely career development through collaboration and opening a wider work network, where employees can improve their career experience. By opening a wider work network, of course, interaction with employees of other companies provides motivation and competitiveness in the career development process
3. The organizational commitment variable is a form of attitude where individuals feel part of the organization and want to remain part of the organization and seriously give the time, and opportunities they have and devote all their potential without feeling forced to keep trying to realize it. What are the goals of the organization and have pride in being part of the organization. The indicator that forms organizational commitment is Continuance Commitment, that employee commitment to the company sees how the opportunities currently obtained may not necessarily be able to bring employees to the same level as those offered by the company, apart from that the income that can be obtained is following what employees want so that the tendency to turning away is very small, meaning that Continuance Commitment's commitment to shaping employees' attitudes towards their current organization is higher.
4. Work motivation variables are a process where needs encourage a person to carry out a series of activities that lead to achieving certain goals and organizational goals and to fulfill several needs. The strength and weakness of a worker's work motivation also determines the size of his or her achievements. Indicators of work

motivation are Physical Needs, Security Needs, Social Needs, Reward Needs, and Encouragement Needs to achieve goals.

5. The calculated F value of the career development and organizational commitment variables on work motivation is 392,837, while the F table is 2.48. Thus $f_{count} > f_{table}$ ($392,837 > 2.48$), H_0 is rejected and H_1 is accepted at this real level. This provides the conclusion that career development and organizational commitment influence work motivation. Thus the first hypothesis is tested and proven.
6. The calculated F value of the career development and organizational commitment variables on work productivity is 298,965, while the F table is 2.48. Thus $f_{count} > f_{table}$ ($298,965 > 2.48$), H_0 is rejected and H_1 is accepted at this real level. This provides the conclusion that career development and organizational commitment influence work productivity. Thus the second hypothesis is tested and proven.
7. The t-test for the work motivation variable obtained a calculated t value = 30.659 and a t table of 1.989. This means $t_{count} > t_{table}$ ($30.659 > 1.989$), which means H_0 is rejected and H_1 is accepted. This gives the conclusion that work motivation influences employee work productivity. Thus the third hypothesis is tested and proven.
8. For the career development variable, the indirect influence value is obtained from the path coefficient value ρ_{x3x1} multiplied by the path coefficient value ρ_{yx3} . The multiplication results show that the indirect influence coefficient value is smaller than the direct influence coefficient value. For the organizational commitment variable, the indirect influence value is obtained from the path coefficient value ρ_{x3x2} multiplied by the path coefficient value ρ_{yx3} . The multiplication results show that the indirect influence coefficient value is smaller than the direct influence coefficient value. This shows that work motivation cannot mediate career development and organizational commitment in influencing employee work productivity.

Recommendations

Based on the research results and discussion of testing as above, the following suggestions are recommended:

1. Employee work productivity is the main factor supporting the company's vision and mission. Assessment of work productivity can provide an evaluation of human resource performance. At KPP Pratama, work productivity needs to be further improved by looking at the variables of career development, organizational commitment, and employee work motivation.
2. From the research results, career development is needed in the process of improving the quality of human resources. Things that can make a big contribution to the company's development need to be maintained, while things that are still under evaluation need to be improved.
3. In terms of organizational commitment, it is necessary to pay attention to family matters, creating a family work atmosphere can make employees committed to the company
4. This research only focuses on career development, organizational commitment, and work motivation. There are still other factors such as leadership, and work

environment that can be used as opportunities to conduct new research.

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