

ISSN 2809-8501 (Online)
UTSAHA: Journal of Entrepreneurship

<https://journal.ifpublisher.com/index.php/joe>

Vol. 4, Issue 2, April 2025

doi.org/10.56943/joe.v4i2.765

The Influence of Career Development and Motivation on Employee Performance at Bhayangkara Hospital

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ABSTRACT

This study aims to analyze the effect of career development and work motivation on employee performance at Polri Training Center Bhayangkara Hospital. The background of this study is based on the importance of human resource performance in ensuring the quality of health services, which is influenced by internal factors such as career development and work motivation. The approach used in this study is quantitative, with a survey method of the entire population of 165 hospital employees, consisting of medical and non-medical personnel. Data collection was conducted using a Likert scale closed questionnaire that had been tested for validity and reliability. Data analysis was conducted with multiple linear regression to test the simultaneous and partial effects between variables. The results showed that career development positively and significantly affects employee performance, with a significance value of 0.000 and a decisive contribution ($\beta = 0.834$). In contrast, work motivation did not show a statistically significant effect on employee performance (significance 0.122), although the direction of the relationship remained positive. The regression model has an R^2 value of 0.732, which means the career development and motivation variables together explain 73.2% of the variation in employee performance. This study emphasizes the importance of career development strategies in hospital HR management systems and the need for new approaches to improve the effectiveness of work motivation.

Keywords: Career Development, Employee Performance, Hospital, Work Motivation

INTRODUCTION

In the dynamics of public service organizations, especially the health sector, employee performance is an important indicator in determining the quality of services provided to the community. Polri Training Center Bhayangkara Hospital, a health institution under the auspices of the police, has a strategic responsibility not only to provide medical services but also to support the professionalism of human resources within the police. High expectations for the quality of health services require the support of competent, motivated employees with a clear and directed career development path. Career development is one of the important aspects of human resource management, which includes planning, training, promotion, and improving individual competencies in the long term. Clarity of career paths, equitable training opportunities, and a system of recognition for achievements can encourage employee morale and loyalty to the organization (Destifani et al., 2025). When career development is carried out consistently and structured, employees tend to have a more positive work orientation and increase work productivity (Novitiya & Putranta, 2025).

Work motivation is no less important in supporting employee performance in hospitals. Motivation can be financial needs, recognition, job security, and the desire to develop themselves. Motivated employees generally show a more enthusiastic work attitude, can complete tasks efficiently, and are more resistant to work pressure (Chaerudin et al., 2020). Motivation from within and outside the work environment can be the primary driver in increasing employees' fundamental contribution to achieving organizational goals. Previous research shows a significant relationship between career development motivation and employee performance. A study by Juniar et al. (2025) found that career development contributed positively to achieving work targets and employee satisfaction in private hospitals. On the other hand, high work motivation plays a role in maintaining performance stability, especially in a work environment that demands consistency and speed in decision-making (Gılmeanu, 2015). This finding reinforces the view that human resource development strategies that integrate career and motivation aspects directly impact health worker performance.

However, in the context of government-owned hospitals such as the Polri Training Center Bhayangkara Hospital, the influence of career development and motivation on performance has not been explained in depth. Bureaucratic structures and hierarchical internal rules often challenge the creation of a flexible and progressive work climate. Therefore, a managerial approach is needed that emphasizes administrative compliance and provides space for employees' professional growth to meet the demands of the times. This study is important because it aims to analyze how career development and motivation affect employee performance at Polri Training Center Bhayangkara Hospital. By understanding the relationship between these variables, hospital management is expected to design

HR management policies that are more adaptive and oriented towards individual empowerment. This is in line with the challenges of the modern healthcare era, where the quality of performance is determined not only by technological resources but also by the mental and professional readiness of the medical and nonmedical personnel involved.

Therefore, this research provides a comprehensive picture of the importance of career development and increased work motivation in supporting optimal employee performance within the Polri Training Center Bhayangkara Hospital. With the results of this study, related institutions can evaluate and formulate HR development strategies more targeted and make motivation and careers an integral part of achieving superior performance in health institutions.

LITERATURE REVIEW

Employee Performance

Employee performance results from work achieved by individuals in the organization based on predetermined standards, targets, or criteria. According to Mangkunegara (2017), performance results from work in quality and quantity achieved by a person in carrying out his duties according to the responsibilities given. Employee performance not only reflects individual productivity but also shows the efficiency and effectiveness of work carried out to achieve organizational goals. Performance appraisal is important in human resource management because it relates to promotion, training, and compensation decisions. In the context of a hospital such as Polri Training Center Bhayangkara Hospital employee performance significantly influences the quality of health services provided to patients as well as the reputation of the institution in the eyes of the public.

The dimensions of employee performance, according to Robbins and Judge (2019), consist of five main aspects: (1) work quality, which is the accuracy and thoroughness of work results; (2) work quantity, which is the number of work results within a specific period; (3) timeliness, which includes discipline and speed in completing tasks; (4) effectiveness, which is the ability to use resources optimally; and (5) independence, which is the level of ability to complete tasks without much dependence on direction. These five dimensions are the basis for an objective assessment of workforce performance in the organization. Research conducted by Wibowo (2021) and Sutrisno (2020) confirms that various factors influence employee performance, including leadership, motivation, and adequate career development opportunities.

Career Development

Career development is planning and implementing strategies to improve employee positions' competencies, skills, and career paths. This long-term development aims to prepare individuals to face future demands of more complex tasks (Yuniarsih & Suwatno, 2018). Career development is important in service

institutions such as hospitals because it is directly related to improving professional skills and job loyalty. A transparent and structured career development system provides direction for individual growth and strengthens the organization's talent management system.

The four main dimensions of career development, according to Werther and Davis (2016), include: (1) career planning, which is the process of determining career goals by individuals; (2) training and development, which includes the provision of technical and managerial skills; (3) promotion, which is the opportunity for promotion based on merit; and (4) career guidance, which is support from superiors or mentors in achieving professional goals. These four dimensions are interrelated in creating a work environment that supports individual and organizational growth. Research by (Bashir & Venkatakrishnan, 2022) and Hasibuan (2021) shows that effective career development improves performance and reduces turnover rates. Based on the theoretical basis and the results of previous research, career development plays an important role in shaping the performance of more productive and professional employees. When individuals feel that the organization provides clear career paths, relevant training, and personal development support, their motivation and dedication to work will increase. Therefore, the following hypothesis can be developed:

H₁: Career Development Significantly Affects Employee Performance at Polri Training Center Bhayangkara Hospital.

Work Motivation

Work motivation is an internal or external drive that influences a person's behavior in completing tasks optimally. Robbins and Judge (2019) define motivation as the process that explains a person's intensity, direction, and persistence in achieving goals. In a hospital environment, motivation is crucial because employees must provide fast, precise, and empathetic services under high pressure. Factors such as rewards, recognition, and job security can shape a work environment conducive to improved performance.

The four dimensions of work motivation often identified in management literature are: (1) intrinsic motivation, such as the satisfaction of helping others; (2) extrinsic motivation, such as incentives and bonuses; (3) recognition, which is a form of respect for work achievements; and (4) work goals, which is the extent to which employees have a clear direction or goals in their work (Luthans, 2017; Xu, 2022). Studies by Herzberg in two-factor motivation theory also emphasize the importance of motivator factors (development, responsibility, achievement) in improving job satisfaction and performance. Environments that encourage fulfilling motivational needs create loyal and results-oriented employees. High work motivation has been shown to contribute to achieving organizational targets and reduce the risk of burnout. In Polri Training Center Bhayangkara Hospital, fair incentives, recognition of dedication, and involvement in decision-making can improve employee morale. Therefore, the hypothesis developed is:

H₂: Motivation significantly affects employee performance at Polri Training Center Bhayangkara Hospital.

Based on the development of the hypothesis above, the research framework is presented below.

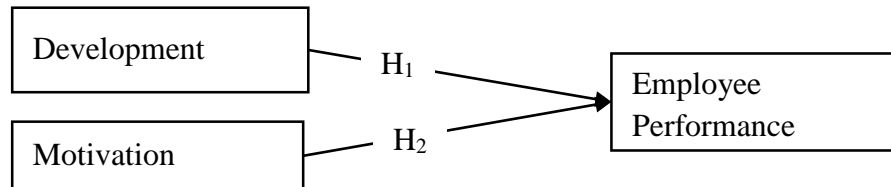


Figure 1. Research Framework
Processed by Researchers (2025)

RESEARCH METHODOLOGY

This study uses a quantitative approach, with the survey method as the primary technique used in data collection. The study aimed to determine the effect of career development and work motivation on employee performance at Polri Training Center Bhayangkara Hospital. The quantitative approach was chosen because it can provide an empirical description of the relationship between variables measured numerically and objectively. The research instrument was a closed questionnaire with a five-point Likert scale to measure respondents' perceptions of the variables studied. This questionnaire was developed based on theoretical indicators of each variable and has gone through validity and reliability tests to ensure measurement accuracy.

The population in this study were all 165 employees of Polri Training Center Bhayangkara Hospital, consisting of medical personnel such as nurses, midwives, other health workers (such as pharmacists and laboratory analysts), and non-paramedical employees. The sampling technique used was total sampling, where the entire population was used as the research sample. This technique was chosen because the population size is still within the limits that allow it to be reached thoroughly. Therefore, the research results are expected to be representative of the actual conditions in the hospital environment.

The collected data were analyzed using multiple linear regression techniques. This analysis tests the simultaneous and partial effects of career development variables and work motivation on employee performance. Multiple linear regression was chosen because it can quantitatively explain the relationship of two or more independent variables to one dependent variable. Regression analysis results are used to identify the most dominant variable contributing to improving employee performance. Interpretation is done by referring to the regression coefficient value, significance value (p-value), and R-square value to measure how much the independent variables explain variation in employee performance.

RESULT AND DISCUSSION

Research Result

As part of the quantitative analysis in this study, several statistical tests were conducted to measure the validity and reliability of the instrument, as well as to test the effect of the independent variables, namely career development and work motivation, on the dependent variable, namely employee performance. The analysis results are interpreted in four tables, which include validity and reliability tests, F test (simultaneous), t-test (partial), and the coefficient of determination to measure the strength of the regression model.

Table 1. Validity and Reliability Test

Variables	Question Item	r-count	Cronbach's Alpha	Results
Performance Development	K1	.906**	0.923	Valid and Reliable
	K2	.939**		Valid and Reliable
	K3	.899**		Valid and Reliable
	K4	.864**		Valid and Reliable
Motivation	M1	.795**	0.825	Valid and Reliable
	M2	.825**		Valid and Reliable
	M3	.824**		Valid and Reliable
	M4	.822**		Valid and Reliable
Employee Performance	KK1	.820**	0.933	Valid and Reliable
	KK2	.847**		Valid and Reliable
	KK3	.932**		Valid and Reliable
	KK4	.927**		Valid and Reliable
	KK5	.911**		Valid and Reliable

Source: Processed Data by Researchers (2025)

The results of the validity and reliability tests show that all items in each variable have a calculated r value greater than 0.7 and are significant at the 1% level (marked with **), indicating that all statements in the questionnaire have high validity. For the career development variable, the calculated r values ranged from 0.864 to 0.939, with a Cronbach's Alpha of 0.923, indicating strong internal consistency. Similarly, the motivation variable has an r value between 0.795-0.825 and an Alpha of 0.825, and employee performance has an r value between 0.820-0.932 and an Alpha of 0.933. Thus, the instruments used in this study proved reliable because the Cronbach's Alpha values of the three variables were above 0.8, indicating a high level of reliability. Content and construct validity are also met based on the strong correlation between items, so the questionnaire is suitable for further testing the regression model.

Table 2. F-Test Results
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3078.139	2	1539.070	221.140	.000b
	Residual	1127.473	162	6.960		
	Total	4205.612	164			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Career Development

Source: Processed Data by Researchers (2025)

The F test was conducted to determine whether career development and motivation variables simultaneously affect employee performance. The results show the calculated F value of 221,140 with a significance of 0.000. Because the significance value <0.05 , it can be concluded that simultaneously, the two independent variables significantly affect employee performance. This finding indicates that the combination of career development and motivation strongly contributes to explaining variations in performance within the Polri Training Center Bhayangkara Hospital. Therefore, attention to these two aspects must be the focus of HR management policies for performance improvement.

Table 3. Results of T-Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

(Constant)	-2.689	1.524		-1.764	.080
Career Development	1.179	.060	.834	19.585	.000
Motivation	.130	.084	.066	1.554	.122

a. Dependent Variable: Performance

Source: Processed Data by Researchers (2025)

The t-test was conducted to determine the partial effect of each independent variable on performance. The career development variable shows a t value of 19.585 with a significance of 0.000 (<0.05), which means that it has a positive and significant effect on employee performance. With a coefficient of 1.179 and a beta of 0.834, career development is a powerful, dominant predictor in this model. This supports the first hypothesis (H1) that career development significantly affects performance. In contrast, the motivation variable has a t value of 1.554 with a significance of 0.122 (> 0.05), so partially, it does not have a significant effect on employee performance. Nevertheless, motivation still has a positive relationship direction, but it is not strong enough to statistically support the second hypothesis (H2) in this model. This may indicate that other factors, such as organizational structure or leadership, may be more dominant in driving performance than the intrinsic motivation of employees in this institution.

Table 4. Coefficient of Determination
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856 ^a	.732	.729	2.63813

a. Predictors: (Constant), Motivation, Career Development

Source: Processed Data by Researchers (2025)

The regression analysis results show an R-Square value of 0.732, meaning that the career development and work motivation variables can explain 73.2% of the variation in employee performance. The Adjusted R Square value of 0.729 indicates the stability of the model when tested against a broader population. This figure shows that the constructed regression model is strong enough and relevant in explaining the factors influencing employee performance at Polri Training Center Bhayangkara Hospital. The remaining 26.8% is likely influenced by other variables outside the model, such as the work environment, incentive system, or direct leadership, that were not measured in this study.

Research Discussion

Effect of Career Development on Employee Performance

The results showed that career development significantly and positively influences employee performance at Bhayangkara Lemdiklat Polri Hospital. This is evidenced by the t-test, where the significance value of 0.000 (< 0.05) and the regression coefficient of 1.179 indicate that the higher the quality of career development, the higher the level of employee performance. This finding strengthens previous research by Lee et al. (2016), which states that career development is important in increasing professionalism, work engagement, and achieving optimal work results. In hospitals, career development reflects the organization's commitment to creating transparent pathways, training opportunities, and incentives that encourage employees to work better.

The dimensions of career development used in this study include career planning, training and development, promotion, and career guidance. All four contribute to creating a work environment that supports individual professional growth. According to Jayasri and Annisa (2023), precise career planning will foster future hope in employees, which triggers increased productivity. In addition, well-targeted training can update the technical and interpersonal competencies required in healthcare. This is especially important in a hospital environment, where accuracy and speed determine the quality of service to patients.

The significant effect of career development on performance also shows that HR management at Polri Training Center Bhayangkara Hospital has paid attention to this strategic aspect. This result aligns with the findings of Nurdin et al. (2024), who emphasized that organizational success in developing performance depends mainly on how career development is translated into fair and long-term oriented practices. When individuals feel they have the opportunity to develop, work motivation increases, accompanied by dedication and a higher sense of responsibility for their work.

Furthermore, the results of this study support the first hypothesis (H_1) and strengthen the theory that career development is not only a form of reward but also a long-term investment that directly impacts achieving organizational targets. According to Agustini (2024), a structured career system can increase perceptions of fairness and work balance, reducing dissatisfaction and turnover. Therefore, these results recommend that hospital management continue strengthening the career development system based on real competency needs and individual potential and ensure its implementation is carried out evenly in all work units.

Effect of Motivation on Employee Performance

The results of partial regression analysis show that work motivation has no significant effect on employee performance at Polri Training Center Bhayangkara Hospital, with a significance value of 0.122 (> 0.05). Although the positive

coefficient indicates the direction of the relationship is in line, statistically, this relationship is not strong enough to support the second hypothesis (H_2). This finding suggests that work motivation factors in the context of this study have not been fully able to drive improvements in employee performance. This may be because work motivation has not been optimally managed or is still temporary and unstructured. Gumilar (2023) explains that motivation requires continuous strengthening through incentive policies, a conducive work environment, and leadership that can build a collective spirit.

The dimensions of work motivation reviewed in this study include intrinsic motivation, extrinsic motivation, recognition, and work goals. All four have an important role in shaping employee work attitudes. However, if one or more of these dimensions are not optimally fulfilled, the impact on performance will be reduced. In self-determination theory, Patria and Zulfiningrum (2024) state that individuals can only show their best work performance if their basic needs for competence, autonomy, and social connectedness are met. In a bureaucratic hospital, limited flexibility in providing rewards and recognition can negatively influence motivation and performance.

In addition, the low influence of motivation can also be related to external factors such as high workload, limited resources, or lack of support from direct supervisors. Kim (2020) explains that motivation will be compelling if supported by an adaptive and communicative organizational system. If employees feel that their contributions are not valued or have no influence on the decision-making process, then work motivation will be passive. Therefore, hospital management needs to provide material incentives and ensure employees are actively involved in planning, evaluating, and developing the quality of health services.

Although the second hypothesis was not proven, these results provide important insights that work motivation needs to be optimized through a more personalized and participatory approach. Wibowo (2021) emphasizes that the true motivators in the world of work are money, a sense of achievement, responsibility, and growth opportunities. Thus, Polri Training Center Bhayangkara Hospital needs to design a motivation strategy that touches more on psychological and social aspects, not only administrative ones. This effort will reinforce employee morale and attachment to the hospital's vision of service.

The results of research based on testing the first hypothesis show that Brand Awareness has a positive and significant partial influence on purchase decisions. These findings are consistent with Anindya & Indriastuti (2023) research. In addition, these results are also in line with the research of Rachmawati & Andjarwati (2020). Thus it shows that H_0 is rejected and H_a is accepted, thus the higher the consumer's awareness of a brand, the more likely they are to choose and purchase the product.

The results of research based on testing the second hypothesis show that Brand Association has a positive and significant partial influence on Purchase

Decision. This is in line with research conducted by Putri & Rushadiyati (2019) and Kurniawan et al. (2021). Thus H_0 is rejected and H_a is accepted, which indicates that the stronger the brand association in the minds of consumers, the more likely they are to choose the brand.

The results of research based on testing the third hypothesis show that Perceived Quality has a positive and significant influence partially on the Purchase Decision. The results of this study are in line with research conducted by Rusmanida (2020) and Ariadi et al. (2019). Thus H_0 is rejected and H_a is accepted, which implies that the higher consumers' perceptions of the quality of a brand, the more likely they are to purchase it.

The results of research based on testing the fourth hypothesis show that Brand Loyalty has a positive and partially significant influence on Purchase Decision. This research is in line with research conducted by Tresna et al. (2021). It is also aligned with research conducted by Haeruddin (2021). Thus H_0 is rejected and H_a is accepted, which means that the higher the consumer loyalty to a brand, the more likely they are to continue to choose and purchase that brand.

The results of research based on testing the fifth hypothesis show that Brand Awareness, Brand Association, Perceived Quality, and Brand Loyalty simultaneously have a positive and significant influence on Purchase Decision. This research is in line with research conducted by Alfarisi et al. (2019) and Sya'idah (2020). Thus H_0 is rejected and H_a is accepted, which means that these findings indicate that these four variables have an important role in shaping consumer preferences and decisions in choosing a brand.

CONCLUSION

Based on the results of multiple linear regression analysis, it was found that career development significantly affects employee performance at Polri Training Center Bhayangkara Hospital. The high coefficient value and significance indicate that when career development is implemented in a structured and equitable manner, it encourages employees to improve work quality, productivity, and responsibility. Meanwhile, although the work motivation variable shows a positive relationship direction, it does not statistically affect performance. This indicates that in a government-owned hospital with a bureaucratic system, motivation needs to be managed more strategically and touch deep psychological aspects to impact work performance.

This finding has important implications for hospital management, especially in formulating human resource development policies. Management needs to strengthen the career development system by establishing clear pathways, providing ongoing training, and personalized career guidance. In addition, motivation strategies need to be evaluated so that they are not only administrative and financial but also involve recognition, employee participation in decision-

making, and the creation of a work atmosphere that supports individual autonomy and growth. Strong career development and emotional motivation will create loyal, productive, and integrated employees with the hospital's service vision.

Future research should include other variables such as leadership style, organizational culture, and work-life balance that may influence employee performance. Qualitative research can also be conducted to explore the intrinsic factors and employee perceptions of the existing career development and motivation system. In addition, comparative studies between public and private hospitals can enrich the understanding of the dynamics of the influence of HR variables in different health service contexts.

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