



**ANALYSIS OF MOTIVATION AND CAREER DEVELOPMENT
ON THE PERFORMANCE OF EMPLOYEES OF THE MINISTRY
OF MARITIME AFFAIRS AND FISHERIES JAKARTA**

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Abstrac

This study aims to determine the Influence of Career Development and Motivation on Employee Performance at the Ministry of Maritime Affairs and Fisheries at the Jakarta Apparatus and Organization Human Resources Bureau. This type of research uses quantitative descriptive research with a questionnaire method. The sampling technique uses saturated sampling where all members are used as a sample, namely 65 respondents. The results of the study showed that the regression equation $Y = 20.532 + 0.338 X1 + 0.312 X2$ partially had a positive and significant effect on employee performance. Simultaneously, career development and motivation had a positive and significant effect on employee performance with an R square value on the determination test of 0.494 so that career development and motivation affected employee performance at the Ministry of Maritime Affairs and Fisheries in the human resources bureau, apparatus and organization 49.4%, including the moderate category.

Kata Kunci : *Employee Performance, Motivation, Career Development.*

Abstrak

Penelitian ini bertujuan untuk mengetahui Pengaruh Pengembangan Karier dan Motivasi terhadap Kinerja Pegawai pada Kementerian Kelautan dan Perikanan pada Biro Sumber Daya Manusia Aparatur dan Organisasi Jakarta. Jenis penelitian ini menggunakan penelitian deskriptif kuantitatif dengan metode kuesioner. Teknik sampling menggunakan sampling jenuh dimana semua anggota dijadikan sampel yaitu 65 responden. Hasil penelitian menunjukkan bahwa persamaan regresi $Y = 20,532 + 0,338 X1 + 0,312 X2$ secara parsial pengembangan karier dan motivasi berpengaruh positif dan signifikan terhadap kinerja Pegawai. Secara simultan pengembangan karier dan motivasi berpengaruh positif dan signifikan terhadap kinerja pegawai dengan nilai R square pada uji determinasi sebesar 0,494 sehingga pengembangan karier dan motivasi mempengaruhi kinerja karyawan pada kementerian kelautan dan perikanan pada biro sumber daya manusia aparatur dan organisasi 49,4%, termasuk kategori moderat

Kata Kunci : Kinerja Pegawai, Motivasi, Pengembangan Karier

I. INTRODUCTION

Human resources are an important element in a company, especially government agencies. Failure to manage human resources can cause disruptions to the achievement of organizational goals. One of the important elements in achieving organizational goals is improving performance and productivity. Success in improving performance and productivity must involve employees because employees are the main force in realizing the organization's goals. To obtain employees who have good performance, the Agency needs to make efforts to develop their careers and motivation. One of the factors that affect employee performance is career development. Optimizing the improvement of the performance of civil servants of a government agency can be realized if the agency is obliged to carry out career development programs for its employees. Through career development, employees can improve their work skills through their desired career. According to Mondy in (Rajagukguk, Peter, Isroni, Dedi Supriadi, 2024) "career development is a formal approach that organizations use to ensure that people with the right qualifications and experience are available when needed".

Another factor that can affect employee performance besides career development is motivation. Motivation is a psychological process that arouses and directs behavior towards achieving goals. So that providing good and positive motivation to employees can improve employee performance. Motivated employees will be more productive, efficient, and more enthusiastic about working towards the agency's goals than employees who have low motivation level experience. The higher the motivation of employees, the higher the competitive advantage for an agency because their performance leads an agency to achieve better goals. According to Amstrong in (Rajagukguk, Peter, Bambang Haryono, Dedi Supriadi, 2024) "Motivation is the reason to do something. Motivation has to do with the strength and direction of behavior and the factors that influence a person to behave in a certain way".

The Human Resources Bureau of the Ministry of Maritime Affairs and Fisheries is a government agency that has the task of carrying out coordination, coaching, and managing human resources within the Ministry of Marine Affairs and Fisheries. The human resources bureau of apparatus and organizations carries out the following functions: preparation, coordination, preparation, and implementation of promotions, transfer of positions, departures, dismissals, and retirement of employees. Things that need to be considered to support the continuation and development of the functions of the Human Resources Bureau apparatus and organizations of the Ministry of Agriculture and Fisheries to get employees who support effectiveness and efficiency, because low employee performance can hinder the

goals and functions of the agency. As a result, the agency failed to carry out its functions properly. Through this research, it is hoped that the agency will try to solve problems related to career development and motivation for employees so that they can.

In previous research, conducted (Lidia Dwi Larasati, Muhammad Ali Adriansyah, 2021) that there was an influence between work motivation and career development on employee performance. Likewise, research (Permatasari & Supiyan, 2020) shows that Career Development and motivation have a significant effect on employee performance both partially and simultaneously. Based on the above background, the researcher conducted a research in the context of employees of the Ministry of Maritime Affairs and Fisheries, with the title "The Influence of Career Development and Motivation on Employee Performance at the Human Resources Bureau of the Apparatus and Organization of the Ministry of Maritime Affairs and Fisheries".

I. KAJIAN TEORI

Career Development

According to Flipppo (2002) in (Wahyudi et al., 2021), stated: "Career development is a series of work activities that are separate but still have a relationship that is complementary, sustainable, and provides meaning to the lives of employees". Meanwhile, according to sagala (2009) in (Ketut Sunaryanto, 2024), "Career development is the process of improving individual work ability achieved in order to achieve the desired career." It can be concluded that career development is a process of improving a person's work ability that encourages an increase in work performance in order to achieve the desired career. Career development activities are supported by the company, so the company expects feedback from employees, namely in the form of work achievements. Work achievement is a result of work achieved by an employee in accordance with company standards.

Factors Influencing Career Development

According to Hasto and Meilan (2007) in (Rajagukguk et al., 2024) Factors that affect career development are: Employee and organizational relationships, employee personality, external factors, internal organizational policies, reward system, number of employees, organizational size, organizational culture and leadership type:

Career Development Indicators

According to Rivai (2015: 97) in (Rajagukguk, Peter, Isoni, Dedi Supriadi, 2024) some of the indicators of career development are as follows:

- a. Career needs, Assisting employees in adjusting to their own internal career needs.
- b. Training, Improving employees' abilities or skills in the operational field.

- c. Fair treatment in careers, Providing equal opportunities in careers to employees to develop themselves.
- d. Career information, Provides information on career needs needed to find out the possible positions that employees can achieve to develop their careers.
- e. Promotion, Providing greater recognition, position, and service rewards to high-achieving employees.
- f. Mutation, Moving and replacing employees in their positions based on the employee's work performance.
- g. Workforce development, Providing education and training programs for employees increases potential.

1. Motivation

According to Usman, 2013:276) in (Hapsoro et al., 2022) Motivation is a person's desire to do something, while motive is a need, desire, desire or impulse. Motivation is an impulse possessed by an individual that can stimulate the ability to act, or something that is the basis or reason for a person to behave or do something. Work motivation can be interpreted as a person's motivation to force them to engage in work-related activities. A person's motivation comes from their needs. An important question for managers is: "What can motivate team members to work?" Rivai (2013:607) in (Rajagukguk, Peter, Bambang Haryono, Dedi Supriadi, 2024) that "Motivation is a set of attitudes and values that can influence a person to achieve more concrete things with individual goals. Morals and values are something that is invisible or visible that motivates a person.

Types of Motivation

The types of motivation according to Winardi (2016:5) in (Rajagukguk et al., 2024) can be negative and positive, namely:

- 1) Positive Motivation, sometimes called "anxiety reducing motivation" or the "carrot approach" in which people are offered something of value (e.g. monetary rewards, praise and the possibility of becoming a permanent employee) if their performance meets a set standard.
- 2) Negative Motivation, which is often called the "stick approach" (the stick approach) uses the threat of punishment (reprimands, threats of being laid off, threats of demotion, and so on) if the performance of the person concerned is substandard.

Motivation Indicators

Motivation indicators in this study, the author uses motivation indicators according to Hasibuan (2014:148), namely:

- a) Physical needs, shown by providing decent salaries to employees, giving bonuses, food money, transportation money, housing facilities and so on.
- b) The need for a sense of security and safety is shown by occupational security and safety facilities such as labor social security, pension funds, health benefits, accident insurance, and other safety equipment.
- c) Social needs, shown by interacting with others, including by establishing harmonious working relationships, the need to be accepted in the group.
- d) The need for appreciation is shown by the recognition of the need for an award for his ability, namely the need to be respected and appreciated by other employees and leaders for their work achievements.
- e) The need for self-realization, shown by the nature of the interesting and challenging work where the employee will direct this need can be done by the company by organizing education and training.

Employee Performance

Rivai (2008:309) in (Darmawan & Angelina, 2022) said "Performance is a function of motivation and ability. To complete a task or job, a person should have a certain degree of ability. A person's skills are not effective enough to do something without a clear understanding of what to do and how to do it. Performance is a real behavior that everyone displays as a presentation of work produced by employees in accordance with their roles and responsibilities in the company. Employee performance is very important in the company's efforts to achieve its goals." According to the definition above, it can be concluded that Employee Performance is a real behavior that everyone displays as work achievements produced by employees according to their role in an agency, company, or organization. Good employee performance is one of the most important factors in SEB's efforts.

Factors Affecting Performance

Amstrong and Baron (1998) in Wibowo (2017:84) said several factors affect performance:

- a. Personal Factors, indicated by the level of skills, competencies possessed, motivation and commitment of the individual.
- b. Leadership Factor, determined by the quality of encouragement, guidance, and support provided by managers and team leaders.
- c. Team Factors, démontré par la qualité du soutien fourni par les collègues.

- d. system factor, shown by the existence of work systems and facilities provided by the organization.
- e. Contextual Situational, indicated by high levels of pressure and changes in the internal and external environment.

II. RESEARCH METHOD

This research is included in the explanatory research category, to "test hypotheses between research variables and to determine the influence between the variables studied, especially between variables. (Rajagukguk et al., 2021) The location of this research is located at the Ministry of Maritime Affairs and Fisheries at the Bureau of Human Resources Apparatus and Organizations on Jalan Medan Merdeka Timur No. 18 Jakarta. The population includes 65 employees in the administrative department using the Saturated Sampling technique. The types and sources of data used in this study are primary data. The data was obtained through questionnaires distributed online through googleform, and interviews with several employees. Secondary data from several documents related to employee performance. Data collection techniques by means of interviews, questionnaires, observations and documentation. Data Analysis Methods Reliability test, validity test, classical assumption test, descriptive test, and multiple linear regression test using SPSS software.²³.

Validity Test Table 2
Validity Test Results (X1, X2, Y)

Variabel	Indikator	r-hitung	r-tabel	Keterangan
Pengembangan Karier	X1.1	0,622	0,244	Valid
	X1.2	0,782	0,244	Valid
	X1.3	0,812	0,244	Valid
	X1.4	0,692	0,244	Valid
	X1.5	0,658	0,244	Valid
	X1.6	0,740	0,244	Valid
	X1.7	0,692	0,244	Valid
	X1.8	0,762	0,244	Valid
	X1.9	0,599	0,244	Valid
	X1.10	0,697	0,244	Valid
	X1.11	0,743	0,224	Valid
Motivasi	X2.1	0,558	0,244	Valid
	X2.2	0,841	0,244	Valid
	X2.3	0,863	0,244	Valid
	X2.4	0,791	0,244	Valid
	X2.5	0,709	0,244	Valid
	X2.6	0,707	0,244	Valid
	X2.7	0,810	0,244	Valid
	X2.8	0,751	0,244	Valid
	Y1	0,449	0,244	Valid
	Y2	0,639	0,244	Valid

Kinerja Pegawai	Y3	0,435	0,244	Valid
	Y4	0,465	0,244	Valid
	Y5	0,529	0,244	Valid
	Y6	0,681	0,244	Valid
	Y7	0,420	0,244	Valid
	Y8	0,422	0,244	Valid
	Y9	0,699	0,244	Valid
	Y10	0,689	0,244	Valid
	Y11	0,632	0,244	Valid

II. RESEARCH RESULTS

Descriptive Analysis

Based on the results of the descriptive analysis test in table 1, the distribution of data that can be obtained can be described as follows:

1. The Career Development Variable (X1), from the data, it is described that the minimum value is 33.00 while the maximum value is 53.00 and the average value of career development is 42.9538 and the standard deviation of career development data is 4.68519.
2. Motivation Variable (X2), from the data it is described that the minimum value is 23.00 while the maximum value is 40.00 and the average motivation value is 31.2615 and the standard deviation of motivation data is 3.98151.
3. Employee Performance Variable (Y), from the data it is described that the minimum value is 35.00 while the maximum value is 53.00 and the average value of employee performance is 44.8154 and the standard deviation of employee performance data is 3.52177.

A. Validity Test and Reliability Test

Based on table 2, it can be seen that all indicators in the variables X1, X2, and Y of this study have a calculated r value that is greater than the r of the table, namely ($df = n - 2 = 65 - 2 = 63$) = 0.204 so that all the data contained in this study are valid. Reliability Test Table 3 Reliability test results Alpha Value Variables Career Development Information (X1) 0.905 Motivation Reliability (X2) 0.782 Employee Performance Reliability (Y) 0.739 Reliable Source: SPSS data processing results, 2025 Based on table 3 the results of the reliability test Career Development, Motivation and Employee Performance show a Cronbach's Alpha value on each variable Career Development 0.905, motivation 0.782, and employee performance 0.739 which is greater than 0.6. It can be concluded that the data obtained from the entire questionnaire statement instrument on each variable Stated reliabel.

**Classic Assumption Test
Normality Test**

Tabel 4
Hasil Uji Normalitas One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		65
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.50493395
Most Extreme Differences	Absolute	.050
	Positive	.044
	Negative	-.050
Kolmogorov-Smirnov Z		.400
Asymp. Sig. (2-tailed)		.997

a. Test distribution is Normal.

b. Calculated from data.

Sumber : Hasil olah data SPSS, 2025

Based on Table 4, the results of the normality test using the Kolmogorov-Smirnov Test method showed a value of $0.997 > 0.05$, so it can be concluded that the regression method in this study is normally distributed.

Heterokedasticity Test

Heterokedasticity Test Based on table 5, it can be concluded that the variables of career development and motivation do not occur heteroscedasticity because the significance value of career development is 0.889 and motivation 0.987 is greater than 0.05. Or 0.889 and $0.987 > 0.05$.

Multicollinearity Test

B. Based on table 6 of the results of the multicorrelation test, it is known that the Tolerance value of the variable Career Development and motivation is $0.723 > 0.10$ and the VIF value is $1,384 < 10,000$ So it can be concluded that it did not occur Uji Regresi Linear Berganda

The multiple linear regression test aims to measure the strength of the relationship between two or more variables, also showing the direction of the relationship between dependent variables, namely, employee performance with independent variables, career development and motivation. The following is a table of test results:

Based on table 7, $Y = 20.532 + 0.338 X_1 + 0.312 X_2$, can be interpreted as follows:

1. The constant value has a positive value of 20.532, which means that if the variables of career development and motivation are constant, then the performance of employees at the Ministry of Maritime Affairs and Fisheries Bureau of Human Resources, Apparatus and Organization is 20.532
2. The value of the career development regression coefficient is 0.338, which means that if the career development variable increases by one unit, the performance of employees at the Ministry of Maritime Affairs and Fisheries of the Bureau of Human Resources, Apparatus and Organization will increase by 0.338.
3. The value of the motivation regression coefficient is 0.312, if the motivation variable increases by one, the performance of employees at the Ministry of Maritime Affairs and Fisheries, the Bureau of Human Resources, Apparatus and Organizations will increase by 0.312 assuming that other independent variables are constant.

Hypothesis Testing

Based on the data in table 7, the hypothesis test can be partially stated as follows:

- 1) The influence of the variable of career development (X1) on employee performance (Y)
From the results of the analysis, it is known that the leadership variable has a tcal value (4.236), $> t_{table} (1.998)$ and a sig value. $0.000 < 0.05$. So H_0 is rejected and H_1 is accepted. It can be partially concluded that there is a significant influence between career development on employee performance.
- 2) The effect of motivation (X2) on employee performance (Y)
From the results of the analysis, it can be seen that the variables of the work environment have a tcal value (3.318), $> t_{table} (1.998)$ and a sig value. $0.002 < 0.05$. then H_0 is rejected and H_2 is accepted. It can be partially concluded that there is a significant influence between motivation on employee performance.

Based on the results of table 8, it is known that the significant value for the effect of X1 and X2 together on Y is 0.000. Where the significant value is smaller than 0.05 or $0.000 < 0.05$ and the calculated F value is greater than the F of the table which is $30.276 > 3.14$. It can be concluded that there is an influence. Simultaneous career development and motivation have a positive and significant effect on employee performance.

Determination Test

Based on table 9 above, the R Square value of 0.494 was obtained and then multiplied by 100% according to the determination coefficient test formula ($r^2 \times 100\%$), so that the result of 49.4 Thus the variables of career development and motivation affected employee

performance by 49.4% while the remaining 50.6% were influenced by other variables that were not studied.

Discussion of the Influence of Career Development on Employee Performance

The results of this study show that career development has a significant effect on employee performance at the Ministry of Maritime Affairs and Fisheries, Human Resources Bureau, Apparatus and Organization. Based on the results of the t_{cal} value (4,236), $> t_{table}$ (1,998) and sig value. $0.000 < 0.05$. So H_0 is rejected and H_1 is accepted. It can be concluded that there is a partial influence between career development on employee performance. It is proven by the results of the questionnaire with career development indicators, namely agencies provide opportunities and opportunities to grow through training programs in order to develop their careers, career development information that is easy for employees to find so that it makes it easier for employees to make their career choices. This is in accordance with the results of research (Ketut Sunaryanto, 2024) and research (Damayanti et al., 2022) that career development has a positive and significant effect on employee performance.

The Influence of Motivation on Employee Performance

The results of this study show that motivation has a significant effect on employee performance at the Ministry of Maritime Affairs and Fisheries, Human Resources Bureau, Apparatus and Organization. Based on the t_{cal} value (3,318) $> t_{table}$ (1,998) and sig value. $0.002 < 0.05$. then H_0 is rejected and H_2 is accepted. It is proven by the results of the questionnaire using indicators, namely agencies giving appreciation for employee performance results, giving awards to arouse work morale, agencies providing food money to employees as a form of physical need. In line with the results of research (Natalia & Netra, 2020) and research (Lidia Dwi Larasati, Muhammad Ali Adriansyah, 2021) states that increasing motivation will improve the performance of its employees, motivation has a positive and significant effect on employee performance. The results of this study show that motivation has a significant effect on employee performance at the Ministry of Maritime Affairs and Fisheries, Human Resources Bureau, Apparatus and Organization. Based on the t_{cal} value (3,318) $> t_{table}$ (1,998) and sig value. $0.002 < 0.05$. then H_0 is rejected and H_2 is accepted. It is proven by the results of the questionnaire using indicators, namely agencies giving appreciation for employee performance results, giving awards to arouse work morale, agencies providing food money to employees as a form of physical need. In line with the results of research (Natalia & Netra, 2020) and research (Lidia Dwi Larasati, Muhammad Ali

Adriansyah, 2021) states that increasing motivation will improve the performance of its employees, motivation has a positive and significant effect on employee performance.

The Influence of Career Development and Motivation on Employee Performance

The results showed that the variables of career development and motivation had significant values smaller than 0.05 or $0.000 < 0.05$ and the F value was greater than the F of the table, which was $30.276 > 3.14$. So that there is a simultaneous positive and significant influence of career development and motivation on employee performance. The influence of the independent variable on the bound variable was 49.4% while the remaining 50.6% was influenced by other variables that were not studied. This research is in accordance with the research (Wahyudi et al., 2021) and research (Hapsoro et al., 2022) that career development and work motivation have a positive and significant effect on employee performance.

V. CONCLUSION

1. Career development partially has a significant effect on employee performance variables. Based on the results of the tcal value $(4.236) > t_{table} (1.998)$, and the significance value is $0.000 < 0.05$. With a regression equation $Y = 20.532 + 0.338 X_1 + 0.312 X_2$, and a regression coefficient with a positive value of 0.338 with a low category.
2. Motivation partially has a significant effect on employee performance variables. Based on the results of the tcal value $(3.318) > t_{table} (1.998)$ and the significance value of $0.002 < 0.05$. With a regression equation $Y = 20.532 + 0.338 X_1 + 0.312 X_2$, and a regression coefficient of a positive value of 0.312 with a low category.
3. Career development and motivation have a simultaneous and significant effect on employee performance with an F score of $30.276 > 3.14$ F table and a sig value. $0.000 < 0.05$. The R Square value in the determination test results was obtained at 0.494 so that career development and motivation affected employee performance by 49.4%.
4. Agencies should provide information facilities that are open to all employees to obtain information about career development easily so that they can make their career choices, as well as develop employees' careers based on their working period, and performance results. As well as the existence of a special unit in responding to employee complaints related to their career development.

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