

The Effect of Career Development and Organizational Support Perception on Employee Engagement of Civil Servants at the Central Bureau of Statistics, West Kalimantan

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ABSTRACT

The impact of career development and organizational support perception on civil servant employee engagement at the Central Bureau of Statistics in West Kalimantan is examined in this research. A sample of 78 participants was used in this associative quantitative study. Questionnaires were utilized to collect data, and multiple linear regression ($Y = 1.892 + 0.356X_1 + 0.207X_2$) was employed for analysis. The study's findings show that, with a correlation coefficient (R) of 0.414, Career development and organizational support perception are moderately associated with employee engagement. According to the coefficient of determination (R^2) value of 0.171, the remaining 82.9% of the variance in employee engagement is influenced by other factors outside the study model, while 17.1% is accounted for by career development and organizational support perception. The partial and simultaneous tests indicate that employee engagement is significantly influenced by perceived organizational support and career development.

INTRODUCTION

The phenomenon of human resource management in businesses demonstrates that the workforce management process encompasses a number of elements pertaining to workers, managers, employees, and other labor to support the accomplishment of organizational objectives (Sinambela, 2016). During this process, career development becomes part of organizational activities related to individual career opportunities and paths in achieving certain job and position goals (Busro, 2023). In addition, organizational support perception reflects employees' beliefs about the organization's attention to their contributions and welfare (Robbins & Judge, 2019). Employee engagement is also related to the psychological connection of individuals with their work and organization in carrying out job tasks (Kahn in Adi & Fithriana, 2018).

This phenomenon is observed among Civil Servants (PNS) as state apparatus carrying out public service, governance, and development functions (Law No. 5 of 2014). Human resource management is carried out within an organizational framework of 88 personnel at the Central Bureau of Statistics, West Kalimantan. The General Section has the highest distribution, making up 35.44% of PNS and 66.67% of honorary employees. Employee work activities are also supported through a digital attendance system based on the Fingerspot.io application, which has been in use since 2022.

In practice, empirical conditions are reflected in PNS attendance data for the period 2023–2025, which experienced fluctuations, namely 0.04% in 2023, increasing to 0.07% in 2024, and decreasing to 0.02% in 2025. In addition, the number of employees receiving allowance deductions due to lateness increased from 2 employees in 2023 to 3 employees in 2024. Disciplinary sanction data also showed 3 sanction cases in 2024, while in 2023 and 2025 there were no disciplinary sanctions. Interview outcomes indicate that there are still employees who do not attend work without explanation and leave before the end of working hours.

These conditions are related to factors affecting employee work behavior, including career development, organizational support perception, and employee engagement. Research by De Reuver et al. (2021) shows that career development is related to the level of employee absenteeism. Neuber et al. (2021) show that employee engagement has a negative relationship with absenteeism, while Sun (2019) shows that organizational support perception affects the reduction of absenteeism. In addition, Rahmah & Harahap (2023) and Lubis & Suratman (2025) highlight the association between sense of organizational support and employee involvement with employee work discipline.

There are discrepancies in the outcomes of previous studies concerning the relationship between employee engagement and career development. Sari & Yolanda (2019), Angraini et al. (2023), and Adelia & Rizky (2025) show that career development affects employee engagement, while Pangaila et al. (2024) show that career development does not affect employee engagement. Regarding the organizational support perception variable, Nuswantoro (2021), Mujiasih (2015), and Izzati & Parlin (2022) show that organizational support perception affects employee engagement. In addition, previous studies mostly examine variable relationships partially and are conducted on different research objects.

Based on these conditions, this study positions career development and organizational support perception in one analytical model of employee engagement at the Central Bureau of Statistics, West Kalimantan. The analysis is conducted in the context of a government agency by simultaneously linking the two independent variables to employee engagement.

The objective of this study is to examine the impact of career development and the perception of organizational support on the engagement of civil servants at the Central Bureau of Statistics in West Kalimantan.

LITERATURE REVIEW

Career Development

Career development is a collection of actions of individuals and organizations connected to a person's professional journey throughout his career in order to attain specified career objectives (Handoko in Busro, 2023). Career development is also understood as a unified activity of individuals and organizations in developing abilities and adjusting career paths according to organizational needs (Kaswan, 2015). The dimensions of career development consist of career clarity, self-development, and performance improvement (Busro, 2023). Career clarity includes clear promotion, opportunities to become leaders or deputy leaders, and opportunities to hold certain positions according to the organizational structure. Self-development includes opportunities to attend training, continue education, seminars, workshops, and competency courses. Performance improvement includes enhancing self-discipline, loyalty, and employee motivation (Busro, 2023).

Several prior studies have shown the association between career advancement and employee engagement. Sari & Yolanda (2019) show that career development affects employee engagement. Additionally, Angraini et al. (2023) demonstrate that employee engagement is influenced by career development. In contrast, Adelia & Rizky (2025) demonstrate that career development has an impact on employee engagement, while Pangaila et al. (2024) demonstrate that it does not.

H1: Career development affects employee engagement of Civil Servants at the Central Bureau of Statistics, West Kalimantan.

Organizational Support Perception

Organizational support perception is the level of employees' belief in the organization's treatment of the contributions they have made, and the rewards received (Yusuf & Syarif, 2008). Employees' overall perception that the organization values their contributions and prioritizes their well-being is referred to as perceived organizational support (Rhoades & Eisenberger, 2022). Fairness, supervisory support, and favorable rewards and working conditions are among the factors that influence the perception of organizational support (Rhoades & Eisenberger, 2002). Fairness relates to the distribution of organizational resources to employees. Supervisor support relates to the role of supervisors in directing and evaluating subordinates. Rewards and working conditions relate to salary, work regulations, health, and safety at work (Rhoades & Eisenberger, 2002).

According to Nuswantoro (2021) organizational support influences employee engagement, showing the association between organizational support perception and employee engagement. Additionally, Sulistiyani et al. (2022) conducted research that indicates that employee engagement is influenced by the perception of organizational support. Furthermore, Mujiasih (2015) demonstrates that employee engagement is influenced by the perception of organizational support, whereas Izzati & Parlin (2022) demonstrate that employee engagement is substantially influenced by the perception of organizational support.

H2: Organizational support perception affects employee engagement of Civil Servants at the Central Bureau of Statistics, West Kalimantan.

Employee Engagement

A psychological state that is defined by physical and psychological presence is known as employee engagement, connected to their work and organization, and focused on fulfilling the roles assigned by the organization (Kahn in Adi & Fithriana, 2018). Employee engagement is also explained as a positive feeling shown through full involvement in work, exhibits vigor, dedication, and absorption (Schaufeli et al. in Adi & Fithriana, 2018). Vigor describes the energy and resilience of individuals in working, dedication shows full involvement in work, while absorption reflects deep engagement in work until individuals feel that time passes quickly (Schaufeli et al. in Adi & Fithriana, 2018).

In this research, employee engagement is thought of as the dependent variable and is evaluated with perception of career development and organizational support perception. Research by Lubis et al. (2025) shows that career development significantly affects employee engagement. Furthermore, Izzati & Parlin's (2022) research demonstrates that employee engagement is substantially influenced by the perception of organizational support.

H3: Career development and organizational support perception simultaneously affect employee engagement of Civil Servants at the Central Bureau of Statistics, West Kalimantan.

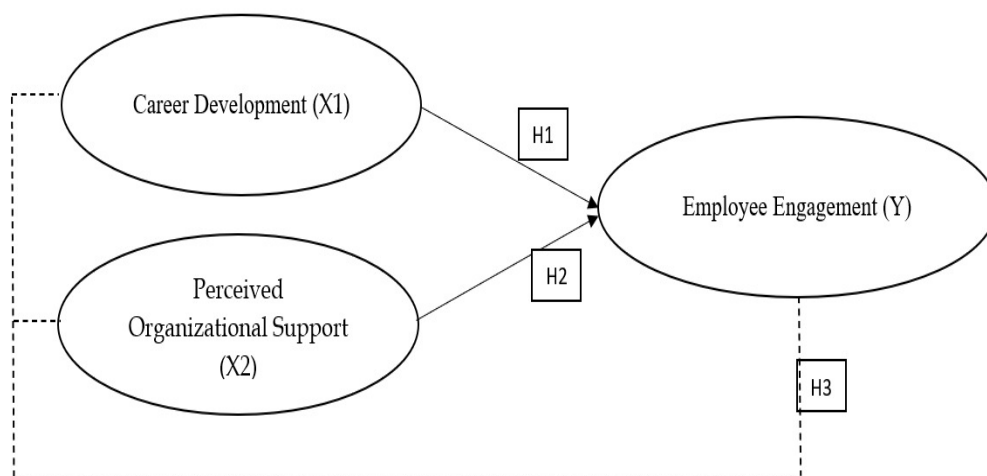


Figure 1. *Conceptual Framework*

METHODOLOGY

This study employed a quantitative methodology and an associative research design (Siregar, 2018). The objective of this investigation is to investigate the impact of organizational support and career development characteristics on employee engagement. Primary data is acquired through interviews and questionnaires, while secondary data is sourced from company documents, including employee data, attendance, penalties, transfers, training, and work achievement (Sugiyono, 2022; Siregar, 2018). Data were collected through interviews with unit heads and questionnaires distributed to civil servants.

In 2026, the population of this study comprises all civil servants employed by the Central Bureau of Statistics in West Kalimantan, comprising as much as 78 persons. A saturated sampling approach was employed, meaning that the entire population was used as the study sample (Sugiyono, 2022). The study variables are independent variables, namely career development (X1) and sense of organizational support (X2), and the dependent variable, namely employee engagement (Y). The Likert scale was employed to evaluate the attitudes, perspectives, and perceptions of participants regarding the statements presented in the questionnaire (Sugiyono, 2022).

Instrument validation, classical assumption testing, and numerous linear regression analysis comprised the data analysis process (Siregar, 2018; Ghozali, 2018). Instrument validation entails the assessment of reliability using Cronbach's Alpha and validity using product-moment correlation (Siregar, 2018). The Kolmogorov-Smirnov test is employed to conduct a normality test, the Test for Linearity is employed to conduct a linearity test, and the tolerance value and variance inflation factor are employed to conduct a multicollinearity test (Purnomo, 2016; Ghozali, 2018). Additionally, the correlation coefficient, coefficient of determination, and hypothesis testing are employed in the context of multiple linear regression analysis to investigate the impact of independent variables on the dependent variable. These tests are conducted using statistical software with the assistance of simultaneous and partial tests (Siregar, 2018).

RESEARCH OUTCOME

Test Research Instruments

a. Validity Test

The statement item in the questionnaire was subjected to validity testing in order to evaluate its capacity to quantify the variables of interest by establishing a correlation between the item score and the overall score. The r-count value was compared to the r-table, which was calculated at the 0.05 significant level, which is 0.222, based on the degree of freedom (df=76). Table 1 displays the validity test outcomes for all elements.

Table 1. Validity Test Outcomes

Variable	Indicator	r-count	r-table	Description
Career Development (X1)	X1.1	0.572	0.222	Valid
	X1.2	0.672		
	X1.3	0.696		
	X1.4	0.627		

	X1.5	0.554		
	X1.6	0.651		
	X1.7	0.677		
	X1.8	0.685		
	X1.9	0.762		
Organizational Support Perception (X2)	X2.1	0.655	0.222	Valid
	X2.2	0.702		
	X2.3	0.666		
	X2.4	0.776		
	X2.5	0.601		
	X2.6	0.678		
	X2.7	0.644		
	X2.8	0.649		
Employee Engagement (Y)	Y.1	0.767	0.222	Valid
	Y.2	0.747		
	Y.3	0.722		
	Y.4	0.740		
	Y.5	0.681		
	Y.6	0.709		
	Y.7	0.695		

Source: Processed Data, 2026

Based on the validity test results above, it was found that all indicators of Career Development (X1), Organizational Support Perception (X2) and Employee Engagement (Y) have $r\text{-count} > r\text{-table}$ (0.222). All statement items are therefore considered valid and may be used for data collection.

b. Reliability Test

Using Cronbach's Alpha, reliability testing was implemented to assess the consistency of each item in the questionnaire. An instrument is considered reliable if Cronbach's Alpha is greater than or equal to 0.60. The reliability test outcomes are summarized below.

Table 2. Reliability Test Outcomes

Variable	Cronbach's Alpha	N of Items	Minimum Reliabilities	Description
Career Development (X1)	0.831	9		
Organizational Support Perception (X2)	0.825	8	0.60	Reliable
Employee Engagement (Y)	0.848	7		

Source: Processed Data, 2026

According to the reliability test findings above, cronbach's alpha value of Career Development (X1), Organizational Support (X2) and Employee Engagement (Y) is above 0.60, which indicates that each statement item has excellent consistency. All research instruments are therefore reliable and may be employed as data gathering tools.

Classical Assumption Test

a. Normality Test

The Kolmogorov–Smirnov technique was employed to evaluate the normal distribution of the data through normality testing. If the significance value exceeds 0.05, the data are regarded as normal. The outcomes of the normality test are presented below.

Table 3. Normality Test Outcomes

Test	Value
N (Sample)	78
Test Statistic	.086
Asymp.Sig.(2-tailed)	.200 ^c

Source: Processed Data, 2026

The Asymp. Sig. is demonstrated in the normalcy test above. The data are normally distributed, as evidenced by the (2-tailed) value of 0.200, which is greater than 0.05.

b. Linearity Test

For linearity testing, the examine for Linearity was used to examine the linear connection between variables. If Sig. < 0.05, linear connection is indicated. Linearity < 0.05 and Sig. Nonlinearity > 0.05. The outcomes of the linearity test are shown below.

Table 4. Linearity Test Outcomes

Variable	Linearity	Deviation from Linearity	Description
Employee Engagement * Career Development	.003	.176	Linear
Employee Engagement * Organizational Support Perception	.009	.169	

Source: Processed Data, 2026

The linearity test above demonstrates that the dependent variable, Employee Engagement, is linearly related to the two independent variables in this research, namely Career Development and Organizational Support.

- 1) Sig. Correlation between Career Development (X1) and Employee Engagement (Y) value of 0.003 (<0.05). Sig. Deviation from Linearity score of 0.176 (> 0.05), showing that the connection between these two variables is linear.
- 2) The significance value for the relationship between Organizational Support (X2) and Employee Engagement (Y) is 0.009 (< 0.05) and a Sig. Deviation from Linearity value of 0.169 (> 0.05) which indicates that the connection between these two variables is linear.

c. Multicollinearity Test

The multicollinearity test was conducted to identify the existence of significant correlations between independent variables that could potentially degrade the quality of the regression model. The outcomes of the multicollinearity test are as follows:

Table 5. Multicollinearity Test Outcomes

Variable	Tolerance	VIF
Career Development	.958	1.044
Organizational Support Perception	.958	1.044

Dependent Variable: Employee Engagement

Source: Processed Data, 2026

The multicollinearity test in Table 5 shows that the independent variables of Career Development (X1) and Organizational Support (X2) have VIF values of $1.044 < 10.00$ and Tolerance of $0.958 > 0.10$, which suggests that the independent variables do not exhibit any indications of multicollinearity.

Hypothesis Test

a. Multiple Linear Regression Analysis

The use of multiple linear regression analysis was employed to investigate the partial or simultaneous impact of independent factors on the dependent variable and to construct a model of the relationship between the variables. The coefficient regression is illustrated in the table below.

Table 6. Multiple Linear Regression Analysis Outcomes

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.892	.625		3.028	.003
	Career Development	.356	.126	.302	2.816	.006
	Organizational Support Perception	.207	.098	.228	2.119	.037

a. Dependent Variable: Employee Engagement

Source: Processed Data, 2026

The regression equation $Y = 1.892 + 0.356 X1 + 0.207 X2$ is obtained from the multiple linear regression analysis above.

This equation is interpreted as follows:

- 1) The constant (a) of 1.892 shows that if Career Development (X1) and Organizational Support (X2) are zero then Employee Engagement (Y) has a value of 1.892.
- 2) The regression coefficient for Career Development (b1) is 0.356 and is positive, meaning that a rise of 1 unit in Career Development will be followed by an increase of 0.356 units in Employee Engagement.
- 3) The regression coefficient of the Organizational Support variable (b2) is positive and equal to 0.207. This implies that for every unit rise in Organizational Support, there will be an increase in Employee Engagement score by 0.207 units.

b. Correlation Coefficient Analysis (R)

The Product Moment method is employed to quantify the strength and direction of the association between variables through the correlation coefficient. The correlation test outcomes are presented in Table 7.

Table 7. Correlation Coefficient Test Outcomes (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.414 ^a	.171	.149	.17973

Predictors: (Constant), Organizational Support Perception, Career Development.

Source: Processed Data, 2026

The correlation coefficient test outcomes in Table 7 show that the correlation value (R) of 0.414 suggests that the association between Career Development and Organizational Support with Employee Engagement is in the moderate group (0.40–0.599).

c. Determination Coefficient (R²)

The coefficient of determination (R²) in Table 7 indicates that the R-Square value is 0.171, indicating that Career Development and Organizational Support contribute 17.1% to the variation of Employee Engagement. The remaining 82.9% is influenced by factors outside the variables investigated.

d. Simultaneous Test (F Test)

In order to investigate the concurrent impact of the independent variables on the dependent variable, the simultaneous test was implemented. Table below illustrates the outcomes of the F test.

Table 8. Simultaneous Test Outcomes (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	4.512	.251	7.756	.001b
Residual	7.530	.032		

Dependent Variable: Employee Engagement
 Predictors: (Constant), Organizational Support Perception, Career Development

Source: Processed Data, 2026

The simultaneous test outcomes in Table 8 indicate that the estimated F value is 7.756, which is greater than the table F value of 3.12. Additionally, the significant value is 0.001, which is less than the threshold of 0.05. Consequently, it can be inferred that Employee Engagement is significantly influenced by Career Development and Organizational Support in tandem.

e. Partial Test (t Test)

Partial tests are employed to investigate the extent to which each independent variable influences the dependent variable. Table below illustrates the outcomes of the t-test.

Table 9. Partial Test Outcomes (t Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.892	.625		3.028	.003
	Career Development	.356	.126	.302	2.816	.006
	Organizational Support Perception	.207	.098	.228	2.119	.037

a. Dependent Variable: Employee Engagement

Source: Processed Data, 2026

The value of the t-test that is computed is compared to the value of the t-table based on the partial test outcome in table 9. The t-table value is 1.991. Table 9 displays the outcomes of the partial t-test, which can be interpreted as follows:

- 1) The Career Development variable (X1) received t value of 2.816 which was higher than t table 1.991 and significance value of 0.006 which was lower than 0.05. This implies that H1 is accepted. Therefore, it can be argued that Career Development has a positive and significant influence on Employee Engagement.
- 2) The Organizational Support variable (X2) achieved a t-value of 2.119 which is more than the t-table of 1.991 and significant value of 0.037 which is less than 0.05. That means that H2 is accepted. Therefore, it can be argued that Organizational Support partly has a favorable and considerable impact on Employee Engagement.

DISCUSSION

Career Development (X1) on Employee Engagement (Y)

The partial test outcomes of Career Development have a t count value of 2.816, which is greater than the t table value of 1.991. The significance value of 0.006 is less than 0.05, indicating that H1 is accepted. The regression coefficient of 0.356 suggests a positive association, which means that a rise in career development is followed by an increase in employee engagement. This is also corroborated by the linear connection between two variables with a Sig. Linearity value 0.003 and Sig. Deviation from Linearity value of .176. This finding is consistent with the research conducted by Kosali (2023) and Putri (2020), which indicates that employee engagement is partially influenced by career development. The outcomes of this research indicate that Career Development has a significant and positive impact on the employee engagement of civil servants at the Central Bureau of Statistics in West Kalimantan.

Organizational Support Perception (X2) on Employee Engagement (Y)

According to the partial test outcomes, Organizational Support has a t-count value of 2.119, a t-table value of 1.991, and a significance value of 0.037, which is less than 0.05. Consequently, H2 is accepted. A regression coefficient of 0.207 demonstrates the positive correlation between employee engagement and organizational support. Additionally, the linearity test outcomes indicate that the

Sig. Linearity value of 0.009 and Sig. The linear relationship between the two variables is suggested by the Deviation from Linearity value of 0.169. This is in accordance with the research of Hawabi (2023) which reveals that perceived organizational support partially influences employee engagement among government employees. This conclusion is also supported by the research of Nurhayati & Suryalena (2023) which found that the impression of organizational support influences employee engagement. This research proves that Organizational Support Perception has positive and substantial influence on Employee Engagement of Civil Servants at the Central Bureau of Statistics, West Kalimantan.

Career Development (X1) and Organizational Support (X2) on Employee Engagement (Y)

The simultaneous test outcomes indicate that the F-count is 7.756, which is greater than the F-table value of 3.12. The significance value is 0.001, which is less than the threshold of 0.05. Therefore, H3 is accepted. The correlation coefficient is 0.414 indicating moderate association and coefficient of determination is 0.171 indicating that both factors can explain 17.1% of variance in employee engagement. In the model under investigation, the outcomes indicate that employee engagement is influenced by the combination of organizational support and career development. This finding is consistent with the research conducted by Arifah & Rizky (2024), which asserts that employee performance is significantly and positively impacted by both career development and perceived organizational support. The research conducted by Diana & Frianto (2021) which asserts that perceived organizational support and employee engagement have a substantial and favorable impact also supports this conclusion. This research shows that simultaneously Career Development and Organizational Support Perception significantly influence Employee Engagement of Civil Servants in the Central Bureau of Statistics, West Kalimantan.

CONCLUSIONS AND RECOMMENDATIONS

The research indicates that there is a moderate correlation coefficient value of 0.414 between Employee Engagement and Organizational Support and Career Development. Employee engagement is jointly influenced by the two factors, as evidenced by a F count value of 7.756 and a significance value of 0.001. The two factors collectively account for 17.1% of the variance in Employee Engagement, while the remaining 82.9% is accounted for by variables that are not part of this research. Employee Engagement is partially influenced by Career Development (t count = 2.816, significance value = 0.006). Employee engagement is partially influenced by organizational support (t count = 2.119, significance value = 0.037). The regression model $Y = 1.892 + 0.356 X1 + 0.207 X2$ and the characteristics of participants dominated by employees with certain tenure and education levels indicate a relationship between Career Development and Organizational Support with Employee Engagement of Civil Servants at the Central Bureau of Statistics, West Kalimantan Province, as indicated by the empirical outcomes of this study. The findings indicate the association between the study variables in the context of a government organization.

ADVANCED RESEARCH

Other factors that could affect Employee Engagement could be included in next study since 82.9% of the variance has not been addressed in the present research model. characteristics might include leadership, company culture, remuneration, and individual characteristics. These variables may include leadership, organizational culture, compensation, and individual factors. In addition, future research can expand the research object, use a larger number of participants, and employ different analytical approaches to obtain more representative outcomes.

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