



The Influence of Career Development and Job Satisfaction on Work Engagement of Civil Servants at the Personnel and Human Resources Development Agency of Pontianak City

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ABSTRACT

This study investigates how Career Development and Job Satisfaction influence Work Engagement among Civil Servants at the Pontianak City Personnel and Human Resources Development Agency. The study used a quantitative associative approach, with 46 respondents selected through a total sampling technique. Questionnaires and interviews served as the primary sources of data, which were then processed through multiple linear regression. The resulting model was expressed as $Y = 1.854 + 0.245X_1 + 0.281X_2$. The results indicate that Career Development and Job Satisfaction have a moderate relationship with Work Engagement. This relationship was indicated by an R value of 0.530, while the R^2 value of 0.280 showed the proportion of variation explained by the two variables. The results of the simultaneous analysis showed a significant effect of Career Development and Job Satisfaction on Work Engagement. When examined individually, Career Development and Job Satisfaction each demonstrate a positive and significant effect on the Work Engagement of Civil Servants at the Personnel and Human Resources Development Agency of Pontianak.

INTRODUCTION

Human resource management is concerned with coordinating employees' responsibilities and work relationships to ensure that organizational goals are achieved efficiently and effectively (Hasibuan, 2023). Career development refers to an ongoing effort to enhance employees' capabilities in order to attain specific career positions within an organization (Harapan, 2024). Meanwhile, job satisfaction reflects how individuals perceive and assess their jobs based on the extent to which their work-related needs are fulfilled (Busro, 2018). Safariningsih et al. (2024) describe work engagement as the extent to which an individual remains actively involved in and consistently participates in work-related activities. Sukmana and Martini (2024) found that career development significantly and positively influences work engagement. Similarly, Muchtadin (2023) reported that job satisfaction has a significant positive impact on work engagement.

The Personnel and Human Resources Development Agency of Pontianak City is a regional apparatus organization that implements policies in the field of personnel management as well as education and training based on the Mayor of Pontianak Regulation Number 124 of 2021. Data from the Personnel and Human Resources Development Agency of Pontianak City in 2026 show that the institution has 57 employees consisting of 47 Civil Servants, 5 Government Employees with Work Agreements (PPPK), and 5 honorary employees. Most Civil Servants are assigned to the Mutation and Apparatus Procurement Division, amounting to 29.79%. The employee attendance system uses the Hadir V.2 application, which records employee check-in and check-out attendance every working day.

Attendance records for Civil Servants at the Pontianak City Personnel and Human Resources Development Agency indicate a steady decrease in absenteeism, dropping from 0.66% in 2022 to 0.18% in 2024. However, the number of employees leaving work early in 2024 increased by 165.15% compared to 2023. Data on disciplinary violations also indicate an increase in sanctions from 5 cases in 2023 to 24 cases in 2024 and increasing again to 27 cases in 2025. Based on interviews with the Head of the General Affairs and Apparatus Subdivision at the Personnel and Human Resources Development Agency of Pontianak City, these circumstances are associated with employee absenteeism, the increased workload borne by other employees due to staff shortages, and tasks that must be completed beyond regular working hours.

Another phenomenon can be observed in the implementation of employee education and training programs. The employee participation rate in Education and Training (Diklat) fluctuated, namely 85.71% in 2022, decreasing to 38.46% in 2023, and increasing to 62.50% in 2024. Interviews with the Head of the General Affairs and Apparatus Subdivision indicated that budget limitations, the duration of training implementation, and the absence of sanctions for rejecting training influenced employee participation in training programs. During the same period, the number of promotions, rank advancements, and employee transfers changed each year. Employee performance achievement data show that

the percentage of the “Very Good” category increased to 50.98% in 2024, while the “Good” category accounted for 49.02%.

Previous studies demonstrate an empirical relationship between the research variables and employee work behavior. Toppinen-Tanner et al. (2016) stated that career development through career management interventions is associated with reduced employee absenteeism rates. Utami et al. (2021) reported an inverse relationship between job satisfaction and employee absenteeism. Meanwhile, Rongen et al. (2014) indicated that lower work engagement was associated with a greater incidence of long-term absenteeism. According to Anggela et al. (2024), opportunities for career development contribute significantly to improving employees’ work discipline. This finding is supported by Suryaningsih and Winasis (2025), who identified job satisfaction as a factor associated with better work discipline. Sunyoto and Wulanyani (2023) found that Work Engagement significantly and positively influences employees’ work discipline.

Several studies have explored the effects of career development and job satisfaction on work engagement across diverse organizational settings and occupational groups. Subarkah (2025) investigated the effects of career development and job satisfaction on work engagement among POLRI personnel at POLRI Headquarters. In a separate study, Didin (2025) analyzed the effect of career development on employee work engagement within the Department of Food Crops, Horticulture, and Livestock of Mamuju Regency. In addition, Yolanda and Sari (2019) studied employee engagement among employees of PT KLX Bekasi, while Adelia and Rizky (2025) used employee engagement as the dependent variable at Medan Medical Center (MMC) Clinic. Research conducted in different settings, involving varying respondent characteristics and work environments, suggests that studies examining the effect of career development and job satisfaction on work engagement among Civil Servants at the Personnel and Human Resources Development Agency of Pontianak City are still relatively scarce.

This study examines the effects of Career Development and Job Satisfaction on Work Engagement among Civil Servants at the Personnel and Human Resources Development Agency of Pontianak City. Career Development is measured through career clarity, self-development, and performance improvement; Job Satisfaction through work quality, salary, promotion, supervision, and coworkers; and Work Engagement through vigor, dedication, and absorption.

LITERATURE REVIEW

Career Development

Career development is defined as efforts made by employees and organizations to encourage the improvement of abilities and skills in carrying out organizational duties and functions (Busro, 2018). Arifin et al. (2023) define career development as a process of improving employee capabilities carried out formally and continuously to achieve career goals. According to Busro (2018), career development encompasses three main dimensions: career clarity, personal development, and the enhancement of work performance quality. Career clarity

is reflected in the availability of well-defined promotion pathways, opportunities to assume leadership roles, and the possibility of obtaining positions that align with the organization's structural hierarchy. Self-development is assessed based on employees' access to training programs, opportunities for further education, participation in seminars and workshops, as well as competency development courses. Meanwhile, improvements in performance quality are evaluated through enhanced discipline, loyalty, and work motivation. A study conducted by Subarkah (2025) provides evidence of the association between career development and work engagement, revealing that career development significantly and positively influences the work engagement of POLRI personnel at POLRI Headquarters. Research conducted by Didin (2025) found that career development has a significant influence on employee work engagement within the Department of Food Crops, Horticulture, and Livestock of Mamuju Regency. This result further suggests that opportunities for career development are closely associated with the level of Work Engagement among employees in public sector organizations.

H1: Career Development (X1) has a significant effect on Work Engagement (Y) of Civil Servants at the Personnel and Human Resources Development Agency of Pontianak City.

Job Satisfaction

Job satisfaction refers to an employee's assessment of how well their job meets their personal needs and expectations (Busro, 2018). Hasibuan (2023) describes job satisfaction as a positive emotional state toward one's work, which can be demonstrated through high work morale, discipline, and job performance. Luthans (2011) in Fiernaningsih et al. (2024) proposed five dimensions of job satisfaction, namely the quality of the work itself (work itself), pay/salary, promotion, supervision, and work groups. Work quality relates to the characteristics and complexity of the job. Salary is viewed as a form of recognition for employee contributions. Promotion relates to rewards based on performance and education. Supervision encompasses aspects such as leadership approaches and the quality of interactions between supervisors and employees. Meanwhile, coworker relationships refer to the extent of collaboration and mutual support among members of a work group. The findings of Yolanda and Sari (2019) support the existence of a significant connection between job satisfaction and work engagement, as their study found that job satisfaction influences employee engagement at PT KLX Bekasi. These results further suggest that career development is also associated with the level of Work Engagement experienced by employees within an organization.

H2: Job Satisfaction (X2) has a significant effect on Work Engagement (Y) of Civil Servants at the Personnel and Human Resources Development Agency of Pontianak City.

Work Engagement

Safariningsih et al. (2024) define work engagement as an intention arising from within employees to participate and engage in every aspect of work.

Shamaa et al. (2015) in Safariningsih et al. (2024) define work engagement as a construct reflecting the level of individual energy and dedication toward work. Shin and Jeung (2019) and Pradhan et al. (2019), as cited in Dara (2024), conceptualize work engagement based on three main dimensions: vigor, dedication, and absorption. The vigor dimension is measured through feelings of being full of energy, strong and enthusiastic at work, and the desire to work upon waking up in the morning. The dedication dimension is assessed based on employees' enthusiasm toward their work, the extent to which their work inspires them, and their sense of pride in their profession. The absorption dimension is measured through feelings of enjoyment when working intensively, being immersed in work, and being carried away by the work atmosphere.

The dependent variable examined in this study is work engagement, which is expected to be influenced by career development and job satisfaction. The work engagement variable is also used as a dependent variable in the study by Adelia and Rizky (2025) at Medan Medical Center (MMC) Clinic, as well as in the study by Subarkah (2025) on POLRI members at POLRI Headquarters. These studies demonstrate that career development and job satisfaction are associated with the level of individual Work Engagement among employees within organizations.

H3: Career Development (X1) and Job Satisfaction (X2) simultaneously have a significant effect on Work Engagement (Y) of Civil Servants at the Personnel and Human Resources Development Agency of Pontianak City.

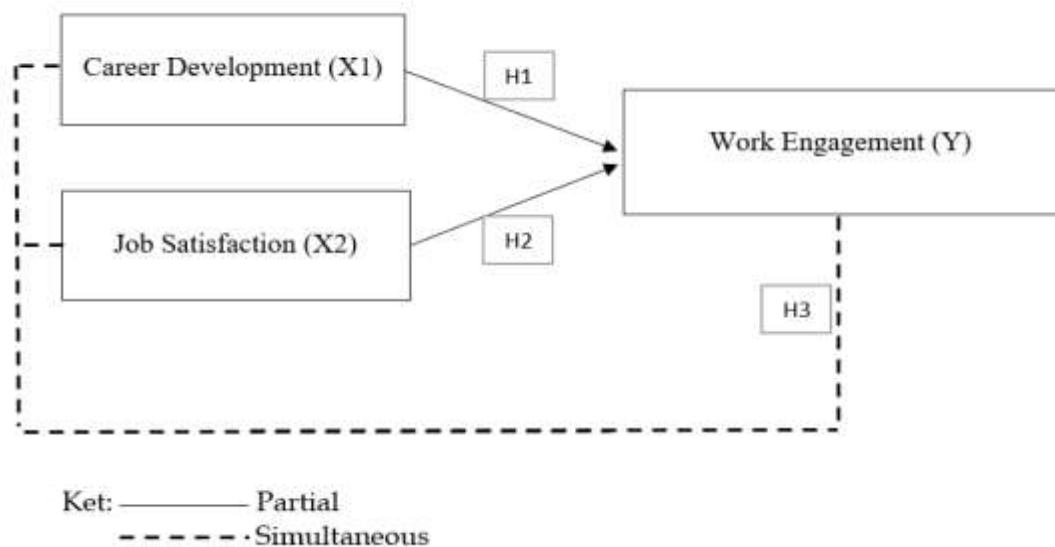


Figure 1. Conceptual Framework

METHODOLOGY

Type of Research

This study applies an associative research approach, which is intended to identify relationships between two or more variables (Siregar, 2019). This study employed an associative research approach to examine how career development and job satisfaction affect the work engagement of Civil Servants at the Personnel and Human Resources Development Agency of Pontianak City.

Population and Sample

The study population comprised 46 Civil Servants working at the Personnel and Human Resources Development Agency of Pontianak City in 2026. The Head of the Agency was excluded from the population. The study employed a census (total sampling) technique, whereby every individual within the target population was included as a research participant (Sugiyono, 2019). Based on this sampling approach, the study involved 46 Civil Servants from the Personnel and Human Resources Development Agency of Pontianak City as the research sample.

Data Collection Techniques

This study used primary and secondary data sources (Siregar, 2019). Primary data were obtained through interviews and questionnaires, including an interview with Mr. Slamet Supadio, A.Md., Head of the General Affairs and Apparatus Subdivision at the Personnel and Human Resources Development Agency of Pontianak City. In addition, questionnaires were administered to all Civil Servants working at the agency. Secondary data were collected from official records maintained by the Personnel and Human Resources Development Agency of Pontianak City. The data covered the number of employees in each division, absenteeism, instances of tardiness and early departure, disciplinary violations, participation in Education and Training (Diklat) programs, employee performance achievements, promotions, rank advancements, and employee transfers.

Variables and Measurement Scale

Work Engagement (Y) served as the dependent variable, while Career Development (X1) and Job Satisfaction (X2) were the independent variables. The variables were measured using a Likert Scale ranging from 5 (Strongly Agree) to 1 (Strongly Disagree) to assess respondents' perceptions (Sugiyono, 2019).

Data Analysis Techniques

The data analysis involved instrument testing, classical assumption tests, multiple linear regression, correlation analysis, and the coefficient of determination. Hypothesis testing was performed using the F-test for simultaneous effects and the t-test for partial effects. Instrument validity was assessed using Product Moment correlation with an r-table value of 0.290, while reliability was evaluated using Cronbach's Alpha with an acceptance criterion of $\alpha > 0.60$ (Siregar, 2019). The regression model was assessed through classical assumption tests, covering normality (Kolmogorov-Smirnov), linearity (Test for Linearity), and multicollinearity (Tolerance and VIF) (Machali, 2021; Ghazali, 2021). The effects of Career Development (X1) and Job Satisfaction (X2) on Work Engagement (Y) were analyzed using multiple linear regression with the model $Y = a + b_1X_1 + b_2X_2$.

The correlation coefficient measured the strength of the relationship, while R^2 assessed how much the independent variables explained the dependent variable. Hypotheses were tested using the F-test and t-test at a 0.05 significance level to examine the effects of Career Development and Job Satisfaction on Work

Engagement among Civil Servants at the Personnel and Human Resources Development Agency of Pontianak City.

RESEARCH RESULTS

Research Instrument Test Data Analysis

a. Validity Test

The validity test assessed whether each questionnaire item accurately represented the research variables by comparing the calculated r-value with the r-table value of 0.290 (df = 44; $\alpha = 0.05$). The results are presented below.

Table 1. Validity Test Results				
Variable	Indicator	r-count	r-table	Description
Career Development (X1)	X1.1	0.621	0.290	Valid
	X1.2	0.601		
	X1.3	0.667		
	X1.4	0.553		
	X1.5	0.610		
	X1.6	0.676		
	X1.7	0.785		
	X1.8	0.631		
	X1.9	0.628		
	X1.10	0.456		
Job Satisfaction (X2)	X2.1	0.303	0.290	Valid
	X2.2	0.823		
	X2.3	0.730		
	X2.4	0.717		
	X2.5	0.534		
	X2.6	0.667		
	X2.7	0.798		
	X2.8	0.711		
	X2.9	0.730		
	X2.10	0.574		
	X2.11	0.752		
Work Engagement (Y)	Y.1	0.645	0.290	Valid
	Y.2	0.607		
	Y.3	0.711		
	Y.4	0.588		
	Y.5	0.433		
	Y.6	0.310		
	Y.7	0.477		
	Y.8	0.762		
	Y.9	0.665		

Source: Prosesse Data, 2026

According to the validity test presented in Table 1, each indicator of Career Development (X1), Job Satisfaction (X2), and Work Engagement (Y) demonstrates

a calculated r-value that exceeds the r-table value of 0.290. This finding confirms that all items in the research instruments meet the validity criteria and can therefore be appropriately employed for data collection.

b. Reliability Test

The reliability test used Cronbach's Alpha, with a value of ≥ 0.60 indicating a reliable instrument. The results for all variables are presented below.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Career Development (X1)	0,818	Reliable
Job Satisfaction (X2)	0,877	
Work Engagement (Y)	0,762	

Source: Processed Data, 2026

The reliability analysis presented in Table 2 demonstrates that the three research variables, namely Career Development (X1), Job Satisfaction (X2), and Work Engagement (Y), each obtained a Cronbach's Alpha coefficient exceeding the required value of 0.60. This finding confirms that the instruments used in this study possess an acceptable level of internal consistency and reliability and are therefore appropriate for collecting research data.

Classical Assumption Test

a. Normality Test

The Kolmogorov-Smirnov test was used to determine data normality. Data are considered normally distributed if the significance value is above 0.05. The SPSS results are shown below.

Table 3. Normality Test Results

Test	Value
N (Sample)	46
Kolmogorov-Smirnov Z	.115
Asymp.Sig.(2-tailed)	.153 ^c

Source: Processed Data, 2026

Based on the normality test presented in Table 3, the Asymp. Sig. (2-tailed) value was 0.153, exceeding the significance level of 0.05. Therefore, the data can be considered normally distributed, indicating that the normality assumption has been fulfilled.

b. Linearity Test

Evaluating the linear relationship between the independent and dependent variables relies on the Test for Linearity, where two conditions must be satisfied: Sig. Linearity < 0.05 and Sig. Deviation from Linearity > 0.05 . The empirical findings from this assessment are displayed in the following summary.

Table 4. Linearity Test Results

Variable	Linearity	Deviation from Linearity	Description
Work Engagement * Career Development	.003	.148	Linear
Work Engagement * Job Satisfaction	.027	.052	

Source: Processed Data, 2026

Based on the linearity test presented in Table 4, both Career Development (X1) and Job Satisfaction (X2) show Sig. Linearity values below 0.05, while their Sig. Deviation from Linearity values exceed 0.05. These findings confirm that the relationships between Career Development and Work Engagement (Y), as well as between Job Satisfaction and Work Engagement (Y), follow a linear pattern.

c. Multicollinearity Test

The multicollinearity test was conducted to examine correlations among independent variables. The SPSS results are presented below.

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF
Career Development	.815	1.227
Job Satisfaction	.815	1.227
Dependent Variable: Work Engagement		

Source: Processed Data, 2026

The results presented in Table 5 show that Career Development (X1) and Job Satisfaction (X2) have VIF values of 1.227, which are below the threshold of 10.00, while their Tolerance values are 0.815, exceeding the minimum criterion of 0.10. Therefore, it can be concluded that the regression model is free from multicollinearity between the independent variables.

Hypothesis Test

a. Multiple Linear Regression Analysis

Multiple linear regression was used to examine the simultaneous and partial effects of the independent variables on the dependent variable. The SPSS regression coefficients are presented below.

Table 6. Multiple Linear Regression Analysis Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.854	.538		3.443	.001
	Career Development	.245	.117	.301	2.100	.042
	Job Satisfaction	.281	.124	.325	2.270	.028
a. Dependent Variable: Work Engagement						

Source: Processed Data, 2026

Based on the multiple linear regression results in Table 6, the resulting regression equation is $Y = 1.854 + 0.245X_1 + 0.281X_2$. The equation can be interpreted as follows:

- 1) The constant of 1.854 indicates that the Work Engagement (Y) value is 1.854 when the Career Development (X1) and Job Satisfaction (X2) variables are zero.
- 2) The regression coefficient of Career Development (b1) of 0.245 indicates that every one-unit increase in Career Development will increase Work Engagement by 0.245 units.
- 3) The regression coefficient of Job Satisfaction (b2) of 0.281 indicates that every one-unit increase in Job Satisfaction will increase Work Engagement by 0.281 units.

b. Correlation Coefficient

The Product Moment correlation coefficient was used to determine the strength and direction of relationships among the research variables. The results are presented below.

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.530 ^a	.280	.247	.30507
Predictors: (Constant), Job Satisfaction, Career Development.				
Dependent Variable: Work Engagement				

Source: Processed Data, 2026

Based on the correlation coefficient analysis presented in Table 7, the obtained correlation coefficient (R) is 0.530. This result demonstrates that Career Development and Job Satisfaction are moderately strongly associated with Work Engagement, as the coefficient falls within the 0.40–0.599 interval.

c. Coefficient of Determination

Based on the coefficient of determination test results shown in Table 7, the R-Square value is 0.280. This finding demonstrates that Career Development and Job Satisfaction collectively contribute 28.0% to the variation in Work Engagement. The other 72.0% can be attributed to factors outside the variables examined in this research model.

d. Simultaneous Influence Test

To evaluate whether all independent variables collectively influence the dependent variable, an F-test was conducted. The output generated from SPSS is detailed below.

Table 8. Simultaneous Test Results

Model	Sum of Squares	Mean Square	F	Significance
Regression	1.560	.780	8.379	.001 ^b
Residual	4.002	.093		

Dependent Variable: Work Engagement
Predictors: (Constant), Job Satisfaction, Career Development.

Source: Processed Data, 2026

Based on the simultaneous significance test presented in Table 8, the obtained F-value of 8.379 exceeds the F-table value of 3.21, while the significance level of 0.001 is below 0.05. Therefore, the findings demonstrate that Career Development and Job Satisfaction jointly exert a significant influence on Work Engagement.

e. Partial Influence Test

To evaluate how each independent variable individually influences the dependent variable, a partial t-test was conducted. The statistical output generated via SPSS is detailed in the table below.

Table 9. Partial Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.854	.538		3.443
	Career Development	.245	.117	.301	2.100
	Job Satisfaction	.281	.124	.325	2.270

a. Dependent Variable: Work Engagement

Source: Processed Data, 2026

The findings from the partial t-test in Table 9 were obtained by referring to a t-table value of 1.680, as presented below:

- 1) Career Development (X1) significantly affects Work Engagement, with a t-value of 2.100 > 1.680 and a significance level of 0.042 < 0.05.
- 2) Job Satisfaction (X2) significantly affects Work Engagement, with a t-value of 2.270 > 1.680 and a significance level of 0.028 < 0.05.

DISCUSSION

The Effect of Career Development (X1) on Work Engagement (Y)

The partial hypothesis testing indicates that Career Development has a positive and statistically significant effect on the Work Engagement of Civil Servants at the Personnel and Human Resource Development Agency of Pontianak City. This finding is evidenced by the t-calculated value of 2.100, which is higher than the t-table value of 1.680. In addition, the significance value of 0.042 is lower than the 0.05 threshold, confirming that the effect is statistically significant. The findings reveal that Career Development has a positive effect on

Work Engagement, as reflected by the positive regression coefficient ($b_1 = 0.245$). This suggests that improvements in employees' career development are associated with increased levels of Work Engagement. This finding is consistent with the research conducted by Subarkah (2025), which demonstrated a significant and positive effect of Career Development on Work Engagement among POLRI personnel at the POLRI Headquarters. Similarly, Didin (2025) reported that Career Development significantly affects Work Engagement among employees of the Department of Food Crops, Horticulture, and Animal Husbandry of Mamuju Regency. Therefore, the present findings provide further empirical evidence that career development plays an important role in strengthening employee Work Engagement. The consistency of these findings suggests that career development has an association with employees' level of Work Engagement across different public sector institutions.

The Effect of Job Satisfaction (X2) on Work Engagement (Y)

The findings of the partial hypothesis test indicate that Job Satisfaction has a significant and positive impact on Work Engagement among Civil Servants at the Personnel and Human Resource Development Agency of Pontianak City. The statistical results show a t-calculated value of 2.270, which is greater than the t-table value of 1.680, with a significance value of $0.028 < 0.05$. In addition, the regression coefficient (b_2) of 0.281 confirms that an increase in Job Satisfaction is associated with a corresponding increase in Work Engagement. The results indicate that employees who experience higher job satisfaction are more likely to demonstrate stronger levels of work engagement. This finding supports the research by Yolanda and Sari (2019), which reported that job satisfaction significantly influences employee engagement at PT KLX Bekasi. These results highlight the importance of job satisfaction as one of the key factors associated with employees' Work Engagement within an organization.

The Effect of Career Development (X1) and Job Satisfaction (X2) on Work Engagement (Y)

The findings from the simultaneous test reveal that Career Development and Job Satisfaction, along with other contributing factors, significantly affect the level of Work Engagement among Civil Servants at the Personnel and Human Resource Development Agency of Pontianak City. Based on the statistical analysis, Career Development and Job Satisfaction together provide a significant contribution to Work Engagement. The obtained F-calculated value of 8.379 is higher than the F-table value of 3.21, and the significance value of 0.001 falls below the 0.05 criterion, confirming the significance of the model. The strength of the relationship is reflected by the R value of 0.530, which indicates a moderately strong correlation. Moreover, the R^2 value of 0.280 shows that the two independent variables collectively explain 28.0% of the variance in Work Engagement. The finding is in line with the study conducted by Adelia and Rizky (2025), which found that job satisfaction and career development jointly exert a significant influence on employee engagement. This study is consistent with the findings of Subarkah (2025), who found that career development and job satisfaction are associated with the work engagement of POLRI members at the

POLRI Headquarters. The results suggest that better career development opportunities and higher job satisfaction may contribute to greater Work Engagement among employees in public sector organizations.

CONCLUSIONS AND RECOMMENDATIONS

The study found that Career Development and Job Satisfaction significantly and positively affect Work Engagement among Civil Servants at the Personnel and Human Resource Development Agency of Pontianak City, both partially and simultaneously. The regression equation was $Y = 1.854 + 0.245X_1 + 0.281X_2$, with an R value of 0.530, indicating a moderately strong relationship. The R^2 value of 0.280 shows that these two variables explain 28.0% of Work Engagement, while the remaining 72.0% is influenced by other factors not examined in this study.

Employee Work Engagement improves alongside advancements in Career Development and Job Satisfaction, according to the findings. Specifically, Career Development demonstrates a significant impact on Work Engagement, supported by a regression coefficient of 0.245 and a calculated t-statistic of 2.100, exceeding the 1.680 t-table threshold, with a p-value of 0.042 ($p < 0.05$). Work Engagement is significantly influenced by Job Satisfaction, as evidenced by a 0.281 regression coefficient alongside statistical indicators of $t_{\text{calculated}} = 2.270 > t_{\text{table}} = 1.680$ ($p = 0.028 < 0.05$). Furthermore, joint hypothesis testing confirms that Career Development and Job Satisfaction collectively exert a significant impact on Work Engagement ($F_{\text{calculated}} = 8.379 > F_{\text{table}} = 3.21$; $p = 0.001 < 0.05$).

From a practical perspective, the results of this study indicate that efforts to improve career development and job satisfaction have the potential to increase employee Work Engagement. Therefore, the Personnel and Human Resource Development Agency of Pontianak City needs to optimize career development programs by enhancing educational and training opportunities, establishing clear career paths, and supporting employee competency development. In addition, job satisfaction improvements should be carried out by creating a conducive work environment, providing fair rewards, and managing workloads proportionally so that employees can work more comfortably and have higher dedication to the organization.

ADVANCED RESEARCH

Given that unmeasured factors account for 72.0% of the variance in Work Engagement, expanding the current model is highly advisable for subsequent studies. Incorporating additional constructs, specifically leadership, organizational culture, workload, work environment, work motivation, and individual employee characteristics, would offer a broader perspective on public sector dynamics. Such additions can help construct a more robust framework for predicting civil servant engagement.

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