
| RESEARCH ARTICLE

Analysis of Factors Influencing the Employee's Spirit: A Case Study of The Health Office of Kutai Barat District

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| ABSTRACT

This research was conducted at the Health Office of West Kutai Regency with five X variables, namely work mutations (X1), career development (X2), work motivation (X3), work discipline (X4), work environment (X5), and one Y variables, namely work spirit. (Y). This study aims to analyze and determine the magnitude of the influence of work mutations, career development, work motivation, work discipline, and work environment on the morale of the employees of the Health Office of West Kutai Regency partially or simultaneously. This research is a quantitative study with a deductive-inductive approach using the SPSS program, which discusses the effect of work mutation variables, career development, work motivation, work discipline, and work environment on work morale by using validity and reliability tests, multiple linear regression analysis, t-test, and the F test. The population in this study was the Health Office of West Kutai Regency, totaling 49 (forty-nine) people, and with the census sampling technique, the population would be used as the research sample. The results showed that job transfer, career development, work motivation, work discipline, and work environment together had a positive and significant influence on the morale of the employees of the Health Office of West Kutai Regency. The adjusted R square value is 0.759 or 75.9% which means that work enthusiasm can be explained by the variables of work mutation (X1), career development (X2), work motivation (X3), work discipline (X4), and work environment (X5). The remaining 24.1% is influenced by other factors outside the variables used in this study. Partially all variables have a positive and significant influence; this is evidenced by the value of count, which is greater than the table. The variable that has the largest beta coefficient (β) is work motivation (X3), with a value of 0.504. This means that work motivation is the most dominant independent variable in influencing employee morale at the Health Office of West Kutai Regency.

| KEYWORDS

Job Mutation, Career Development, Work Motivation, Work Discipline, Work Environment, Work Spirit

| ARTICLE INFORMATION

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1. Introduction

Human resources are one of the central factors in an organization; regardless of the shape and purpose, the organization is made based on various visions, missions, and goals for the benefit of humans, and in carrying out its mission, it is managed by humans, so humans are a strategic factor in all organizational institutional activities because by utilizing the sources of knowledge, expertise, and abilities possessed by this individual, the goals of the organization will be achieved.

Employees who have high morale in an agency can be a supporting factor that can create agency progress and achieve agency effectiveness. For the realization of high morale in employees, it is necessary to have optimal attention so that the expectations and goals of the institution are achieved. A business will not progress without high morale; this will have a positive impact on the agency; otherwise, low morale will hurt the agency, such as low productivity, high absenteeism, and even employee turnover.

One of the factors that can affect morale is work mutations. Mutations or transfers are already known to some people, both within the organization and in institutions. The mutation is an activity to move employees from one job to another that is considered equal or equal. The reason for the implementation of mutations for the State Civil Apparatus is that mutations cannot be separated from efforts to meet the needs of the workforce, which plays a very important role in increasing employee motivation and morale, in addition to fulfilling the wishes of employees in accordance with their respective interests and duties where in the implementation of work mutations it is often misunderstood interpreted by people, namely as a punishment of office or based on good relations between superiors and subordinates.

Another effort to increase employee morale is to apply work discipline. As one of the functions of Human Resource Management (HRM), discipline is the most important operative function of Human Resources Management because the better the employee discipline, the higher the work performance that can be achieved. It is difficult for agencies to achieve optimal results without good work discipline.

As a Regional Work Unit, the Kutai Barat District Health Office should have a high work spirit and must also be supported by experience, work atmosphere, and all good facilities and infrastructure. To realize the perfect Civil Servant (PNS), civil servants need to be nurtured as well as possible. The guidance is expected to function as an effective and successful producer of work in accordance with the agency's goals.

2. Theoretical Basis

2.1 Spirit at work

Work enthusiasm is the desire and sincerity of a person to do his job well and be disciplined to achieve maximum productivity. According to Lateiner in Ramli (2019), morale is an individual's attitude to work together, discipline, and a sense of responsibility for their activities. According to Busro (2020), morale can be interpreted as positive and diverse psychological forces that can improve employee performance which in turn can improve employee performance. Morale can also be interpreted as a work atmosphere in an organization that shows a sense of excitement in carrying out work and encourages employees to work better and more productively.

From the understanding of work spirit from the above point of view, it can be concluded that morale is something positive and good, which can contribute to work and has a better meaning as well as one's desire and sincerity to do a good job and be disciplined for maximum productivity.

2.2 Aspects of morale

According to Manullang in Busro (2020), aspects of employee morale can be seen from several aspects, namely:

- a. High discipline.
Someone who has high discipline will always be enthusiastic about working so that they have a high awareness to comply with the regulations that apply in the company where they work.
- b. Quality to last.
Someone who has the ability not to give up easily and not to give up easily in the face of difficulties that arise in completing work.
- c. The power to fight frustration.
Someone who has a high work spirit does not have a pessimistic attitude and never looks at success with one eye, and never even takes a step back when he encounters difficulties in his work.
- d. Group spirit.
The ability to work in groups is a must for all employees; the higher a person's ability to work in groups, the higher the morale of that person.

2.3 Job transfer

According to Hasibuan (2017), the mutation is a change in position/place/job that is carried out both vertically and horizontally within the organization. Meanwhile, according to Siswanto in Ruitan et al. (2018), the mutation is an employment activity related to the process of transferring responsibilities, functions, and status of workers into certain situations with the aim that workers get job satisfaction to increase productivity and provide maximum possible work performance to the organization. Regulation of the State Civil Service Agency Number 5 of 2019 concerning Procedures for Implementing Position Transfers states that mutation is the process of transferring tasks or locations within a central institution, either between central agencies, regional agencies, central and regional agencies, or representatives of the Indonesian state abroad upon request alone.

Based on the above understanding, it can be concluded that a mutation is a change or transfer of another job/position; an

employee is expected to develop more in a new position. Mutations are routine activities carried out by agencies to apply the principle of *the right man in the right place*.

2.4 Career development

According to Utomo in Rosyidawaty (2018), career development is the process of implementing career planning. Employee career development can be done through two channels, namely through education and training (training) and non-training. Career development is the action of an employee to achieve his career plan, which is sponsored by the human resources department.

Mathis in Busro (2018) explains that a career is a sequence of positions related to the work a person has occupied throughout his life, starting from the staff, the lowest level leadership, middle leadership, to the top leadership. Career management and development will increase the effectiveness and creativity of human resources to support the company in achieving its goals (Robbins in Busro, 2018).

Career development is something that shows an increase in a person's status in an organization in the career path that has been set in the organization concerned (Robbins in Busro, 2018). This opinion can be interpreted that the existing career path within the organization will determine a person's opportunity to occupy the highest position, but if the career path in the organization/company is very limited, then a person's career will also be limited.

Based on the experts above, it can be concluded that career development is a staffing activity to help plan their future careers in the office so that employees can develop themselves as much as possible.

2.5 Work Motivation

Fachreza et al. (2018) stated that motivation is a factor that is extrinsic, originating from outside the self, that also determines one's behavior in one's life.

According to Robbins in Irviani & Fauzi (2018), "states motivation as a process that causes (intensity), direction (direction), and individual persistence towards achieving goals". Stefan in Hamali (2018) defines motivation as a person's desire and energy that is directed to achieve a goal. Motivation is the cause of action".

From some of the above understanding, it can be concluded that work motivation is a condition in each individual that encourages them to carry out certain activities to achieve a goal that is directed at the goal of achieving satisfaction goals.

Yusti (2020). "The influence of work discipline, work environment and work motivation on employee morale at PT. Sumatra Tropical Spices". This study aims to determine and prove the effect of work discipline, work environment, and work motivation on employee morale at PT. Sumatra Tropical Spices. The object of this research is the employees of PT. Sumatra Tropical Spices, totaling 156 people, the sample used was 61 employees with the Accidental Sampling technique method. Data were analyzed through SPSS 15 for windows using multiple linear regression analysis. The results showed that work discipline, work environment, and work motivation had a positive and significant effect on employee morale at PT. Sumatra Tropical Spices.

Subali and Farida (2021). "The influence of career development on employee morale in the office equipment section of the Cilegon City Regional Secretariat". This study aims to determine and analyze the effect of career development on employee morale in the Office Supplies Section of the Cilegon City Regional Secretariat. The research method used in this study is the Associative method, where this research was conducted to find the relationship of a variable with other variables, causal relationships or cause, and effect by using survey methods. The population in this study were Civil Servants (PNS) and 30 Honorary Employees. The sampling technique used was non-probability sampling, using accidental sampling. Data were collected by distributing questionnaires to respondents using a google form link. The R-Square value obtained is 56%, and the remaining 44% is influenced by other variables not included in this study, such as motivation, work discipline, work productivity, compensation, and so on. The results of the t-test showed that the count value was 6.024 > table value 2.042, so the null hypothesis (Ho) was rejected, and the alternative hypothesis (Ha) was accepted. from these results that career development has a positive and significant effect on morale, so the alternative hypothesis is accepted.

3. Research Methods

This research uses a quantitative approach which uses a deductive-inductive approach, departing from the theoretical framework, the ideas of experts, and the understanding of the researchers based on their experiences and then developing into problems proposed to obtain justification/verification or rejection in the form of field empirical data documents. A quantitative approach aims to test theories, build facts, show relationships between variables, provide statistical descriptions, and estimate and predict

the results. The research design must be structured, standardized, formal, and designed in as much detail as possible because the design is a research design that will be carried out.

This study uses a saturated sampling technique which is a sampling technique when all members of the population are used as samples. This is often done when the population is relatively small, or the study wants to make generalizations with very small errors. Another term for the saturated sample is the total sample or census, where all members of the population are sampled. Saturated samples are also often interpreted as samples that are already at their maximum, plus anything that will not change the representativeness of the coincidence found is suitable as a data source (Sugiono, 2019).

4. Results and Discussions

4.1 Results of data analysis

A validity test is used to measure the validity or validity of a research questionnaire. The validity test was carried out using the *degree of freedom* with the formula $df = n-2$ ($49-2 = 47$) with an alpha of 5%; the table value was 0.282. If the count is greater than the table, then the item statement or questionnaire indicator is declared valid, and vice versa; if the count is smaller than the table, then the item statement or questionnaire indicator is declared invalid.

The results of data processing used to test the validity of each indicator, totaling 27 statements in this study, can be seen in the table as follows:

Table 4.10. Validity Test Results

Variable	Indicator	rcount	table	Information
Work mutation (X ₁)	X1.1	0.629	0.282	Valid
	X1.2	0.682	0.282	Valid
	X1.3	0.301	0.282	Valid
	X1.4	0.600	0.282	Valid
	X1.5	0.335	0.282	Valid
Career development (X ₂)	X2.1	0.462	0.282	Valid
	X2.2	0.528	0.282	Valid
	X2.3	0.447	0.282	Valid
Work motivation (X ₃)	X3.1	0.566	0.282	Valid
	X3.2	0.420	0.282	Valid
	X3.3	0.428	0.282	Valid
	X3.4	0.593	0.282	Valid
	X3.5	0.308	0.282	Valid
Work discipline (X ₄)	X4.1	0.887	0.282	Valid
	X4.2	0.663	0.282	Valid
	X4.3	0.401	0.282	Valid
	X4.4	0.730	0.282	Valid
Work environment (X ₅)	X5.1	0.414	0.282	Valid
	X5.2	0.510	0.282	Valid
	X5.3	0.287	0.282	Valid
	X5.4	0.291	0.282	Valid
	X5.5	0.388	0.282	Valid
Work spirit (Y)	Y1.1	0.580	0.282	Valid
	Y1.2	0.715	0.282	Valid
	Y1.3	0.362	0.282	Valid
	Y1.4	0.431	0.282	Valid
	Y1.5	0.580	0.282	Valid

Source: processed by researchers, 2022

Based on the table above, it can be seen that all indicators have a count value greater than the table of 0.282, so it can be concluded

that the overall statement items in this study were declared valid and could be used in collecting research data afterward.

4.2 Reliability test results

After conducting the validity test, the reliability test will then be carried out. A reliability test is used to measure a questionnaire which is an indicator of the variables studied. The results of the reliability test of this study can be seen in the following table:

Table 4.11. Reliability Test Results

Variable	Value standard	Cronbach's alpha	Information
Work mutation (X ₁)	0.60	0.721	Reliable
Career development (X ₂)	0.60	0.618	Reliable
Work motivation (X ₃)	0.60	0.663	Reliable
Work discipline (X ₄)	0.60	0.663	Reliable
Work environment (X ₅)	0.60	0.696	Reliable
Work spirit (Y)	0.60	0.726	Reliable

Source: processed by researchers, 2022

Based on the table of reliability test results above shows that the indicators of the variable job mutation (X₁), career development (X₂), work motivation (X₃), work discipline (X₄), and work environment (X₅) and Y variable is reliable work spirit as a variable measuring tool because it has Cronbach's alpha value > from the standard value of 0.60, so it can be concluded that the measuring instrument used in this research variable is reliable

4.3 Multiple linear regression analysis results

Multiple linear regression analysis is a hypothesis testing that is used to determine the effect of work mutations (X₁), career development (X₂), work motivation (X₃), work discipline (X₄), and works environment (X₅) on morale (X₅) Y). The results of multiple linear regression analysis can be seen in the following table:

Table 4.12. Multiple linear regression analysis results

Variable	Coefficient	count	Sig	
Constant	0.170	0.365	0.717	
Work mutation (X ₁)	0.103	2,657	0.011	
Career development (X ₂)	0.162	3,623	0.003	
Work motivation (X ₃)	0.536	5,442	0.001	
Work discipline (X ₄)	0.119	3,287	0.020	
Work environment (X ₅)	0.213	4,867	0.039	
R= 0.886	R ² = 0.784	Adjusted R Square= 0.759	ttable=2,017	Sig=0.05

Source: processed by researchers, 2022

Based on the table above, a linear regression equation can be made as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + e$$

$$Y = 0.170 + 0.103 X_1 + 0.162X_2 + 0.536X_3 + 0.119X_4 + 0.213X_5$$

The multiple linear regression equation above can be interpreted as follows:

1. The constant value (a) has a positive value of 0.170. A positive sign means that it shows a unidirectional influence between the independent variable and the dependent variable. This shows that if all the independent variables, which include the effect of work mutations (X₁), career development (X₂), work motivation (X₃), work discipline (X₄), and work environment (X₅) the value is 0 or does not experience changes, then the value of morale is 0.170.
2. The regression coefficient value of the work mutation variable (X₁) is positive at 0.103. This means that if the work mutation variable (X₁) is increased by one unit, it will increase work morale (Y) by 0.103.
3. The regression coefficient of the career development variable (X₂) is positive at 0.162. This means that if the career development variable (X₂) is increased by one unit, it will increase work morale (Y) by 0.162.

4. The regression coefficient value of the work motivation variable (X_3) is positive at 0.536. This means that if the work motivation variable (X_3) is increased by one unit, it will increase work morale (Y) by 0.536.
5. The regression coefficient value of the work discipline variable (X_4) is positive at 0.119. This means that if the work discipline variable (X_4) is increased by one unit, it will increase work morale (Y) by 0.119.
6. The regression coefficient value of the work environment variable (X_5) is positive at 0.213. This means that if the work environment variable (X_5) is increased by one unit, it will increase work morale (Y) by 0.213.

Based on the table above, it can be seen that the value of R square is 0.784 and the adjusted value is 0.759 or 75.9%, meaning that work enthusiasm can be explained by the variables of work mutation (X_1), career development (X_2), work motivation (X_3), work discipline (X_4) and work environment (X_5) while the remaining 24.1% is influenced by other factors outside the variables used in this study.

The t-test was conducted to determine the significance of the effect between work mutation variables (X_1), career development (X_2), work motivation (X_3), work discipline (X_4), and work environment (X_5) partially with the variable morale (X_5). Determination of stable with a significance of 0.05 with the formula $df = nk$ the number of respondents is 49 and k the number of variables is 6 then the results are $df = 49 - 6 = 43$ then the table is 2.017, thus the results of the t-test are as follows:

Based on the table above, it is known that the count value of the work mutation variable is 2,657 when compared with the table value of 2,017, so count > table value so it can be concluded that the work mutation variable has a significant effect on the morale of the employees of the Health Office of West Kutai Regency.

Based on the table above, it is known that the count test for the career development variable is 3.623 when compared with the table value of 2.017, so count > table value so that it can be concluded that the career development variable has a significant effect on the morale of the employees of the Health Office of West Kutai Regency.

Based on the table above, it is known that the count value of the work motivation variable is 5.442 when compared to the stable value of 2.017, then count > table value so that it can be concluded that the work motivation variable has a significant effect on the morale of the employees of the Health Office of West Kutai Regency.

Based on the table above, it is known that the count value of the work discipline variable is 3.287 when compared to the table value of 2.017, so count > table value so that it can be concluded that the work discipline variable has a significant effect on the morale of the employees of the Health Office of West Kutai Regency.

Based on the table above, it is known that the count test results for the work environment variable are 4.867 when compared to the table value of 2.017, so count > table value so that it can be concluded that the work environment variable has a significant effect on the morale of the employees of the Health Office of West Kutai Regency.

Determination of the most dominant independent variable in influencing work morale is done by comparing the value of the beta coefficient (β) obtained from the results of multiple linear regression tests. The value of the beta coefficient (β) from the results of multiple linear regression analysis can be seen in the table as follows:

Table 4.13. Beta coefficient value (β) independent variable

Variable	Coefficient
Work mutation (X_1)	0.054
Career development (X_2)	0.099
Work motivation (X_3)	0.504
Work discipline (X_4)	0.095
Work environment (X_5)	0.206

Source: processed by researchers, 2022

Based on the table above, it is known that the variable that has the largest beta coefficient (β) is work motivation (X_3) with a value of 0.504. This means that work motivation is the most dominant independent variable in influencing the morale of the employees of the District Health Office West Kutai.

5. Discussion

1) The effect of job transfers on employee morale

Based on the results of the analysis that has been conveyed, it is obtained that the work mutation variable (X_1) has a positive and significant effect on the morale of the employees of the Health Office of West Kutai Regency. This can be proven based on the value of the multiple linear regression equation of 0.103, which means the better the level of implementation of work mutations (X_1), the higher the level of morale (Y) of the employees given. The results of this study also prove the first hypothesis, namely that the effect of work mutations on the morale of the employees of the Health Office of West Kutai Regency is acceptable.

Human Resource Development is increasingly important because of the demands of work and positions as a result of progress in various fields and the increasing demands of society for quality services as a result of the wave of information.

2) The influence of career development on employee morale

Based on the results of the analysis that has been conveyed, it is obtained that the career development variable (X_2) has a positive and significant effect on the morale of the employees of the Health Office of West Kutai Regency. This can be proven based on the value of the multiple linear regression equation of 0.162, which means if career development (X_2) improves, employee morale will also increase. The results of research on this variable are in the very good category. The results of this study also prove the second hypothesis, namely that the influence of career development on the morale of the employees of the Health Office of West Kutai Regency is acceptable.

Career development is the effort of employees and agencies to increase competence and potential in carrying out their work through training, adding knowledge, and promotion. Career development is a formal approach taken by the agency to ensure that people in the agency have the appropriate qualifications and abilities, and experience when needed; therefore, agencies need to manage and develop careers properly so that employee morale is maintained and able to encourage employees to remain always do the best and avoid work frustrations associated with a decrease in employee morale.

3) The effect of work motivation on employee morale

Based on the results of the analysis that has been conveyed, it is obtained that the work motivation variable (X_3) has a positive and significant effect on the morale of the employees of the Health Office of West Kutai Regency. This can be proven based on the value of the multiple linear regression equation of 0.536, which means that if the employee has high work motivation, the employee will be enthusiastic about doing the job. The results of research on this variable are in the very good category. The results of this study also prove the third hypothesis, namely that the influence of work motivation on the morale of the employees of the Health Office of West Kutai Regency is acceptable.

Work motivation is a supporter of achieving optimal work spirit; employee motivation will have an impact on the resulting enthusiasm and then improve performance and job satisfaction.

6. Conclusion

Based on the results of the discussion, several conclusions can be drawn, including the following:

- 1) Work mutations have a count value of 2,657 > table value of 2,017, so work mutations have a positive and significant effect on the morale of the employees of the Health Office of West Kutai Regency.
- 2) Career development has a count value of 3.623 > table value of 2.017, so career development has a positive and significant effect on the morale of the employees of the Health Office of West Kutai Regency.
- 3) Work motivation has a count value of 5.442 > table value of 2.017, so work motivation has a positive and significant effect on the morale of the employees of the Health Office of West Kutai Regency.
- 4) Work discipline has a count value of 3,287 > table value of 2,017, so work discipline has a positive and significant effect on the morale of the employees of the Health Office of West Kutai Regency.
- 5) The work environment has a count value of 4.867 > table value of 2.017, so the work environment has a positive and significant effect on the morale of the employees of the Health Office of West Kutai Regency.
- 6) Work mutations (X_1), career development (X_2), work motivation (X_3), work discipline (X_4), and work environment (X_5) simultaneously have a value of Fount 31,236 > Fable 2, 427 so that work mutations (X_1), career development (X_2), work motivation (X_3), work discipline (X_4) and work environment (X_5) have a positive and significant effect on employee morale at the Health Office of West Kutai Regency.
- 7) Known that the value of R square is 0.784 and the adjusted value is 0.759 or 75.9%, meaning that work morale can be explained by the variables of work mutation (X_1), career development (X_2), work motivation (X_3), work discipline (X_4) and work environment (X_5) while the remaining 24,1% is influenced by other factors outside the variables used in this study.

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