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23

The Influence of Organizational Commitment and Job Satisfaction on the Work Ethic of Civil Servants in the Youth, Sports and Tourism Department of Kapuas Hulu Regency as a Border Regency

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18

ABSTRACT

This research aims to determine the influence of organizational commitment and job satisfaction on the work ethic of Civil Servants at the Youth, Sports and Tourism Service of Kapuas Hulu Regency as an RI-Sarawak Malaysia Border District. This type of research is associative, and the sampling technique used in the research is a total sample, with a total sample of 38 respondents. The analytical tools used in this research are multiple linear regression, multiple correlation coefficient (R), coefficient of determination (R²), F test (Simultaneous Test) and t test (Partial Test).

The research results show that the regression equation $\hat{Y} = 1.274 + 0.687(X1) + 0.687(X2)$. The multiple correlation coefficient (R) value is 0.852, which means that the relationship between organizational commitment and job satisfaction on the work ethic of Civil Servants at the Kapuas Hulu Regency Youth, Sports and Tourism Service is very strong. The coefficient of determination (R²) value obtained in this research is 0.726, which means that the contribution of the organizational commitment and job satisfaction variables in influencing the rise and fall of the work ethic variable for Civil Servants at the Kapuas Hulu Regency Youth, Sports and Tourism Service is 72.6% and the remainder is 27.4%. 27.4% was influenced by other variables not examined in this research. The results of the F test show that the variables of organizational commitment and job satisfaction simultaneously influence work ethic. The results of the t test show that the organizational commitment variable partially has a significant effect on work ethic, while the job satisfaction variable partially has no significant effect on work ethic.

Keywords: Job Satisfaction, Organizational Commitment, Work Ethic.

INTRODUCTION

The allocation of human resources constitutes a pivotal factor in the dynamic functioning of organizations, encompassing a wide array of agencies and institutions. In order to attain a desired objective, it is imperative for individuals within the realm of human resources to consistently enhance their levels of work productivity. The optimization of an agency or institution's performance hinges upon the presence of competent employees who align with the organization's vision, mission, and objectives. This holds true for agencies and institutions operating at various levels, be it within a specific region, across regions, or even on a national scale.

The Kapuas Hulu Regency stands as a distinguished district, positioned in close proximity to Sarawak, Malaysia, thereby fostering a unique cross-border connection. It is noteworthy that this regency claims the title of being the most upstream district, situated at a considerable distance from the bustling capital city of West Kalimantan Province, namely Pontianak. The Youth, Sports, and Tourism Service stands as a prominent Regional Apparatus Organization within the esteemed Kapuas Hulu Regency Government. Its primary responsibility lies in the execution of regional government affairs, adhering to the fundamental principles of autonomy and assistance. This esteemed organization operates within the domains of Youth, Sports, Tourism, and the Creative Economy, diligently fulfilling its designated duties. The Kapuas Hulu Regency Youth, Sports, and Tourism Service serves as the operational arm of the Kapuas Hulu Regency Government, as mandated by Regent Regulation Number 7 of 2016. This regulation outlines the establishment and structure of the regional apparatus, ensuring effective governance and administration within the Kapuas Hulu Regency. The esteemed establishment known as the Kapuas Hulu Regency Youth, Sports, and Tourism Service can be found nestled on the illustrious Jalan Pendidikan, specifically at the distinguished address of number 5 in the charming town of Putussibau. The Youth, Sports, and Tourism Service of the Kapuas Hulu Regency is entrusted with the responsibility of supporting the Regent in the execution of governmental matters pertaining to the Youth, Sports, and Tourism Sector, which fall under the jurisdiction of the region. Additionally, this service is also assigned with the task of providing necessary aid to the region in fulfilling its obligations in these domains. Table 1.1 provides a comprehensive overview of the distribution of employees across various work units.

Table 1.1
Kapuas Hulu District Youth Sports and Tourism Office
Number of Employees by Year Section

No	Part	PNS	Non-PNS	Sum
1	Head of Service	1	-	1
2	Secretariat	9	3	12
3	Tourism	7	1	8
4	Youth Affairs	6	-	6
5	General Affairs and Staffing	6	4	10
6	Program Field	4	-	4
7	Finance	5	-	5
	Sum	38	8	46

Source: Kapuas Hulu Youth Sports and Tourism Office, 2023

Table 1.1 shows that the number of employees at the Department of Youth, Sports and Tourism is 46 employees, namely 38 civil servants and 8 non-civil servants. The majority of civil servants work in the Secretariat as much as 23.68%, while the majority of non-civil servants or contract employees work in the General and Civil Service sectors as much as 50.00%. The Department of Youth, Sports and Tourism uses a fingerprint attendance system every Monday-Friday 2 (two) times a day, namely when coming to work at 07.15 WIB, and leaving work at

15.30 WIB. Furthermore, in Table 1.2 you can see the level of absenteeism for employees of the Youth, Sports and Tourism Service for 2019-2021:

Table 1.2
Kapuas Hulu District Youth Sports and Tourism Office
Civil Servant Absenteeism Rate 2019-2021

Year	Day Work	Sum official	HK X JP	Absence			Sum absence	Level Absensi
				Sick	Allo	Alps		
2019	247	38	9.386	10	0	12	22	0,23
2020	243	38	9.234	12	10	3	25	0,27
2021	242	38	9.196	16	0	15	31	0,33

Source: Kapuas Hulu Youth Sports and Tourism Office, 2023

27 Based on Table 1.2, it can be seen that the absenteeism rate in 2020 increased by 17.39% and increased again in 2021 by 22.22%. The number of sanctions for employees of the Youth, Sports and Tourism Department of Kapuas Hulu Regency in 2019-2021 can be seen in table 1.3 below: 33

Table 1.3
Kapuas Hulu District Youth Sports and Tourism Office
Number of Sanctions by Type
Year 2019-2021

No	Types of	Year		
		2019	2020	2021
1	Light Discipline			
	a. Teguran lisan	13	1	2
	b. Written reprimand	4	3	4
	c. Written statement of dissatisfaction	-	-	-
2	Moderate Discipline			
	a. Postponement Periodic salary increases for 1 (one) year	-	-	-
	1(one) year	-	-	-
3	Heavy Discipline			
	a. Displacement (mutation) in order Demotion to a lower level	-	-	-
	b. Exemption from office c. Honorable dismissal is not	-	-	-

	at his own request as a civil servant	-	-	-
	Sum	17	18	24
	Up/down (%)		5,88%	33,33

Source: Department of Youth Sports and Tourism, 2023

According to the data presented in Table 1.3, the frequency of light sanctions witnessed a modest rise from 17 cases in 2019 to 18 cases in 2020, representing a marginal increase of 5.88%. Subsequently, in 2021, there was a more substantial surge in the number of violations, with an additional 6 cases reported, reflecting a notable percentage increase of 33.33%. In the current context, it is noteworthy to observe the absence of intermediate and severe punitive measures.

The scholarly article authored by Septiani et al (2016) elucidates the intricate interplay between work discipline and organizational commitment. Their findings reveal a noteworthy and affirmative correlation between employees' organizational commitment and their adherence to work discipline. The scholarly article authored by Yanti and Trianasari (2021) elucidates the intricate interplay between work discipline and job satisfaction. Their empirical findings reveal a noteworthy and affirmative association between job satisfaction and work discipline among employees.

The scholarly work conducted by Lisna et al (2019) elucidates the intricate interplay between work discipline and work ethic. Their findings reveal a noteworthy and affirmative correlation between work ethic and work discipline among employees.

The subsequent findings present the outcomes of the evaluation of employee performance within the Youth Sports and Tourism Department for the period spanning from 2019 to 2021.

Table 1.4
Kapuas Hulu District Youth Sports and Tourism Office

Employee Performance Value in 2019-2021

No	Year	Average Grade Work	Sebutan	Up/Down
1	2019	83,64	Enough	-
2	2020	83,65	Enough	0,1%
3	2021	83,89	Enough	0,24%

Source : Kapuas Hulu Youth Sports and Tourism Office, 2023

Upon careful examination of Table 1.4, a discernible trend emerges, revealing the noteworthy progression in the work performance scores of the esteemed employees affiliated with the Kapuas Hulu Regency Youth, Sports, and Tourism Service. Evidently, the year 2020 witnessed a modest yet commendable upswing of 0.1% in these scores, while the subsequent year of 2021 witnessed a more substantial surge, amounting to an impressive 0.24% increase.

According to the insightful conversation between the researcher and the esteemed Head of the General and Personnel Subdivision within the Youth, Sports, and Tourism Department,

a recurring issue has been identified. It has come to light that a significant number of employees exhibit tardiness in returning to their duties following designated break periods. Moreover, a prevailing sentiment among these employees is that their workload does not demand their presence within the office premises during stipulated working hours.

RESEARCH METHODS

The present study was conducted at the esteemed Kapuas Hulu Regency Youth, Sports, and Tourism Service, situated in the captivating Kapuas Hulu Regency, renowned for its strategic location as a Border Regency. The primary focus of this study revolves around examining the impact of organizational commitment and job satisfaction on the work ethic of civil servants within the esteemed Youth, Sports, and Tourism Department of Kapuas Hulu Regency. The present study examines the relationship between two key independent variables, namely Organizational Commitment (X1) and Job Satisfaction (X2), and their impact on the dependent variable, Work Ethic (Y). By investigating these variables, the study aims to shed light on the intricate dynamics that exist within organizational settings and their influence on employees' work ethic.

The present study encompasses the entire population of Civil Servants within the Youth, Sports, and Tourism Service, comprising a total of 38 individuals as of the year 2022. It is important to note that all 38 individuals are considered as samples for the purposes of this research, employing a method known as total sampling. The utilization of interviews and questionnaires as data collection methods has been widely employed in various research endeavors. These methods serve as valuable tools for gathering information from individuals, enabling researchers to delve into the depths of their thoughts, opinions, and experiences. Interviews, characterized by their interactive nature, involve direct communication between the researcher and the participant, fostering a The employed methodologies for data analysis encompass a range of techniques, including Instrument Test Analysis, Validity Test, Reliability Test, Normality Test, Linearity Test, Multicollinearity Test, Multiple Linear Regression Analysis, Multiple Correlation Coefficient Analysis, Determination Coefficient (R^2), Simultaneous Test (F Test), and Partial Test (t test). These analytical approaches serve to comprehensively examine and evaluate the data, ensuring a robust and rigorous analysis.

RESEARCH RESULTS AND DISCUSSION

A. Respondent Characteristics

Most of the respondents were male, aged 50-59 years, had a high school and bachelor's degree, worked in the Secretariat Section, some were class III/d, had a working period of 11-20 years, earned between Rp. 4,000,000.00 – Rp. 5,999,999.00, married, and has 2 dependents.

B. Instrument Test:

1. Validity Test:

Table presents the outcomes of the validity assessment conducted on the questionnaire items pertaining to the variables of Organizational Commitment and Job Satisfaction among Civil Servants at the esteemed Kapuas Hulu Regency Youth, Sports, and Tourism Service.

Table presents the outcomes of the validity assessment conducted on the questionnaire items pertaining to the variable of Organizational Commitment among Civil Servants at the Kapuas Hulu Regency Youth, Sports, and Tourism Service.

Table 1.5
Organizational Commitment Variable Validity Test Results (X1)

No	Question	Correlation Results (r x y)	r Table	Conclusion
1	X2.1	0,676	0,312	Valid
2	X2.2	0,641	0,312	Valid
3	X2.3	0,603	0,312	Valid
4	X2.4	0,505	0,312	Valid
5	X2.5	0,703	0,312	Valid
6	X2.6	0,676	0,312	Valid
7	X2.7	0,642	0,312	Valid
8	X2.8	0,577	0,312	Valid
9	X2.9	0,680	0,312	Valid
10	X2.10	0,339	0,312	Valid

According to the findings presented, the computed r value for the 10 statements administered to participants surpasses the r value listed in the table. This leads us to the conclusion that all the statement items pertaining to the organizational commitment variable can be deemed valid.

Table 1.5
Job Satisfaction Variable Validity Test Results (X2)

No	Question	Correlation Results	r Table	Conclusion
1	X1.1	0,634	0,312	Valid
2	X1.2	0,604	0,312	Valid
3	X1.3	0,665	0,312	Valid
4	X1.4	0,429	0,312	Valid
5	X1.5	0,574	0,312	Valid
6	X1.6	0,704	0,312	Valid
7	X1.7	0,811	0,312	Valid
8	X1.8	0,759	0,312	Valid
9	X1.9	0,522	0,312	Valid

10	X1.10	0,752	0,312	Valid
11	X1.11	0,777	0,312	Valid
12	X1.12	0,726	0,312	Valid
13	X1.13	0,683	0,312	Valid
14	X1.14	0,826	0,312	Valid
15	X1.15	0,656	0,312	Valid
16	X1.16	0,709	0,312	Valid
17	X1.17	0,556	0,312	Valid
18	X1.18	0,510	0,312	Valid
19	X1.19	0,615	0,312	Valid

The table presents compelling evidence indicating that the computed r value for the 19 statements administered to participants surpasses the critical r value from the table. Consequently, it is reasonable to assert that all the statement items pertaining to the job satisfaction variable can be deemed valid. Concurrently, the outcomes of the validity assessment conducted on the inquiries derived from the questionnaire pertaining to the Work Ethic construct among Civil Servants at the Kapuas Hulu Regency Youth, Sports, and Tourism Service are visually presented in the ensuing Table.

Table 1.6

Work Ethic Variable Validity Test Results (Y)

No	Question	Correlation Results (r)	r Table	Conclusion
1	Y.1	0,629	0,312	Valid
2	Y.2	0,698	0,312	Valid
3	Y.3	0,690	0,312	Valid
4	Y.4	0,625	0,312	Valid
5	Y.5	0,547	0,312	Valid
6	Y.6	0,552	0,312	Valid
7	Y.7	0,565	0,312	Valid
8	Y.8	0,621	0,312	Valid
9	Y.9	0,336	0,312	Valid
10	Y.10	0,478	0,312	Valid
11	Y.11	0,407	0,312	Valid
12	Y.12	0,452	0,312	Valid
13	Y.13	0,518	0,312	Valid
14	Y.14	0,537	0,312	Valid
15	Y.15	0,527	0,312	Valid
16	Y.16	0,434	0,312	Valid
17	Y.17	0,655	0,312	Valid
18	Y.18	0,565	0,312	Valid
19	Y.19	0,416	0,312	Valid
20	Y.20	0,511	0,312	Valid
21	Y.21	0,708	0,312	Valid
22	Y.22	0,649	0,312	Valid

23	Y.23	0,685	0,312	Valid
24	Y.24	0,698	0,312	Valid
25	Y.25	0,569	0,312	Valid
26	Y.26	0,674	0,312	Valid
27	Y.27	0,721	0,312	Valid
28	Y.28	0,749	0,312	Valid
29	Y.29	0,533	0,312	Valid
30	Y.30	0,578	0,312	Valid
31	Y.31	0,343	0,312	Valid
32	Y.32	0,708	0,312	Valid

According to the findings presented, the computed r value for the 32 statements administered to participants surpasses the critical r value indicated in the table. Consequently, it is reasonable to assert that all the statement items within the work ethic variable can be deemed valid.

2. Reliability Test

The present study incorporates a comprehensive analysis of the reliability test calculations pertaining to the eight variables under investigation. Specifically, the variables of interest include Organizational Commitment (X1) and Job Satisfaction (X2), while the dependent variable under scrutiny is Work Ethic (Y). The study was conducted with a sample size of 38 participants.

Table 1.7

Reliability Test Results

Variable	Cronback Alpha	Rtabel	Criterion
Organizational Commitment(X1)	0,792	0,600	Reliable
Job Satisfaction (X2)	0,920	0,600	Reliable
Work Ethic (Y)	0,933	0,600	Reliable

According to the data, it is evident that the variables of Organizational Commitment (X1) and Job Satisfaction (X2) exhibit Cronbach's alpha values of 0.729 and 0.920, respectively. Furthermore, the variable of Work Ethic (Y) demonstrates a Cronbach's alpha value of 0.933. The reliability of the statements in this questionnaire was established through a rigorous analysis, revealing a Cronbach's alpha value exceeding 0.600. This observation demonstrates the reliability of each statement item, as it ensures the acquisition of consistent data. Consequently, when the same statement is posed again, a response that closely aligns with the previous answer is expected to be obtained.

3. Normality Test

The outcomes of the normality assessment conducted on the inquiries pertaining to the variables of job satisfaction and organizational commitment to work ethic are presented in the following Table:

Table 1.8
Normality Test Results
One-Sam Kolmogorov-Smirnov Test

		Unstandardized Residual
N		38
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	0.13791739
Most Extreme Differences	Absolute	0.208
	Positive	0.094
	Negative	-0.208
Test Statistic		0.208
Asymp. Sig. (2-tailed)		.200 ^c

The results of the normality test conducted on the dataset are indicative of a p-value of 0.200, which is found to be greater than the conventional significance level of 0.05. Consequently, we can assert that the data exhibits a normal distribution.

4. Linearity Test

The linearity test serves the purpose of elucidating the nature of the association between the independent and dependent variables. The tabulated data presented below showcases the outcomes of the linearity examination conducted to assess the relationship between job satisfaction and work ethic.

Table 1.9 Results of the Linearity Test of Organizational Commitment and Work Ethic Variables

			Sum of Squares	df	Mean Square	F	Sig.
Work ethic * Organizational Commitment	Between Groups	(Combined)	2.072	8	0.259	15.204	0.000
		Linearity	1.849	1	1.849	108.588	0.000
		Deviation from Linearity	0.222	7	0.032	1.864	0.113
	Within Groups		0.494	29	0.017		
	Total		2.565	37			

The table presented provides evidence of a strong and consistent correlation between organizational commitment and work ethic. This is evident from the deviation from linearity value of 0.113, which surpasses the commonly accepted threshold of 0.05.

Table 1.10
Results of the Job Satisfaction Variable Linearity Test
and ANOVA Table Work Ethic

			Sum of Squares	df	Mean Square	F	Sig.
Work ethic * Job satisfaction	Between Groups	(Combined)	0.643	15	0.043	0.491	0.920
		Linearity	0.032	1	0.032	0.362	0.554
		Deviation from Linearity	0.612	14	0.044	0.500	0.908
	Within Groups		1.922	22	0.087		
	Total		2.565	37			

The presented table provides evidence of a discernible linear association between job satisfaction and work ethic. This observation is supported by the deviation from linearity value of 0.908, which surpasses the conventional threshold of 0.05.

5. Multicollinearity Test

The results of the Multicollinearity test in this study are as follows:

Table 1.11
Multicollinearity Test Results
Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics			
		B	Std. Error	Beta			Tolerance	VRIN
1	(Constant)	1.274	0.493		2.583	0.014		
	Commitment Organizational	0.687	0.072	0.864	9.540	0.000	0.956	1.046
	Satisfaction Work	0.054	0.069	0.071	0.782	0.439	0.956	1.046

The presented table reveals that the tolerance values for both the job satisfaction and organizational commitment variables are 0.956, surpassing the threshold of 0.10. Consequently, it can be inferred that there exists no discernible correlation between the dependent variable, namely work ethic. In the present investigation, it is noteworthy to mention that the Variance Inflation Factor (VIF) values for both the job satisfaction and organizational commitment variables have been determined to be 1.046. It is crucial to emphasize that these values fall below the threshold of 10.00. Consequently, it can be inferred that no evidence of multicollinearity exists among the independent variables under scrutiny within this particular study.

3 Multiple Linear Regression Analysis

The results of multiple linear regression analysis can be seen in the table below:

Table 1.12
Multiple Linear Regression Analysis Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta ³⁵		
1 (Constant)	1.274	0.493		2.583	0.014
Commitment Organizational	0.687	0.072	0.864	9.540	0.000
Job Satisfaction	0.054	0.069	0.071	0.782	0.439

In Table 4.20 above, we can find the multiple regression equation as follows:

$$Y = 1,274 + 0,687X_1 + 0,054X_2$$

2 The empirical findings indicate that a fixed coefficient (α) of 1.274 can be attributed to the relationship between organizational commitment and job satisfaction, suggesting that in the absence of these factors, work ethic attains a value of 1.274. The coefficient of b_2 , which is equal to 0.687, indicates that a unit increase in organizational commitment will correspondingly result in a 0.687 unit increase in work ethic. The coefficient b_1 holds a value of 0.054, indicating that a marginal increase of one unit in job satisfaction will correspond to a modest increase of 0.054 units in work ethic.

7. Multiple Correlation Coefficient (R)

The results of multiple correlation coefficients and determinations in the study are as follows:

Tabel 1.12
Hasil Koefisien Korelasi Berganda dan Determinasi

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852 ^a	0.726 ⁴⁴	0.710	0.14180

The presented Table reveals a noteworthy correlation coefficient (R) value of 0.852, indicating a robust association between the variables of organizational commitment, job satisfaction, and work ethic. This finding is particularly significant as it falls within the correlation interval of 0.80 – 1.000, denoting a highly pronounced relationship between these variables.

8. Coefficient of Determination (R²)

According to the data presented in the aforementioned table, the coefficient of determination stands at 0.726. This value signifies that the variables of organizational commitment and job satisfaction collectively exert a substantial influence of 72.6% on work ethic. However, it is important to note that there exist other unexplored variables that account for the remaining 27.4% of the influence on work ethic.

3 Simultaneous Test (F Test)

The results of the simultaneous tests in this research are as follows:

Table 1.13

Simultaneous Test Results (F Test) ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.862	2	0.931	46.290	.000 ^b
	Residual	0.704	35	0.020		
	Total	2.565	37			

The statistical significance of the data presented in Table 1.13 is demonstrated by a sig value of 0.000, indicating a highly significant result. Furthermore, the calculated F value of 46.290 exceeds the critical F value, suggesting a significant difference between the observed and expected values. According to the findings presented in Table 3.24, it can be inferred that the alternative hypothesis (H_a) is supported. This implies that both organizational commitment and job satisfaction have a simultaneous influence on the work ethic of civil servants working at the Kapuas Hulu Regency Youth, Sports, and Tourism Service.

10. Partial Test (t Test)

The partial test results are as follows:

Table 1.14

Partial Test Results (t Test) Coefficientsa

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

1	(Constant)	1.274	0.493		2.583	0.014
	Commitment	0.687	0.072	0.864	9.540	0.000
	Job Satisfaction	0.054	0.069	0.071	0.782	0.439

Upon careful examination of the provided Table, one can discern the profound impact that the variables of organizational commitment and job satisfaction exert individually on the intricate construct of work ethic. The impact of the variable of partial organizational commitment on work ethic: The statistical analysis, specifically the t test, has yielded a remarkable finding. The obtained value (sig) of 0.000, which is less than the conventional significance level of 0.05, provides compelling evidence to support the acceptance of the alternative hypothesis (Ha) and the rejection of the null hypothesis (H0). Consequently, it can be inferred that partial organizational commitment plays a substantial role in influencing the work ethic of Civil Servants within the Youth and Sports Service and Kapuas Hulu Regency Tourism.

The statistical analysis, specifically the t test, reveals a noteworthy finding with a significance value (sig) of 0.439, which surpasses the conventional threshold of 0.05. Consequently, we can confidently infer that the alternative hypothesis (Ha) is rejected, while the null hypothesis (H0) is accepted. This outcome implies that there is no substantial impact of partial job satisfaction on the work ethic of Civil Servants at the Kapuas Hulu Regency Youth, Sports, and Tourism Service.

CONCLUSIONS AND RECOMMENDATIONS

Based on the comprehensive analysis conducted, a compelling inference can be drawn: the work ethic of Civil Servants at the Kapuas Hulu Regency Youth, Sports, and Tourism Service is significantly influenced by both organizational commitment and job satisfaction. This implies that as the levels of organizational commitment and job satisfaction increase, so does the employee's dedication and diligence in their work. The esteemed Civil Affairs Department of Youth, Sports, and Tourism, situated in the captivating Kapuas Hulu Regency, stands as a beacon of administrative excellence and community engagement. Drawing upon the research findings, it is advisable to propose certain recommendations aimed at enhancing the professional conduct of Civil Servants within the Kapuas Hulu Regency Youth, Sports, and Tourism Service, which operates as a Border Regency. One such suggestion entails advocating for the adoption of an open promotion system that is predicated upon individual accomplishments and merits. This approach would foster a transparent and equitable environment, wherein employees are duly recognized and rewarded for their exceptional performance. By implementing this system, the head of the Kapuas Hulu Regency Youth, Sports, and Tourism Service can effectively motivate and incentivize the workforce, thereby cultivating a culture of diligence and excellence. The recommendation was made to the director of the Kapuas Hulu Regency Youth, Sports, and Tourism Service to ensure equitable employee promotions, not solely based on personal relationships. It is imperative that promotions are granted based on merit, as employees who have fulfilled the necessary qualifications deserve the opportunity to advance in their careers. Additionally, it is crucial for the management to provide guidance and support to facilitate the professional growth of their staff members.

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