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An Analysis Of The Impact Of Teamwork And Work Motivation On Employee Career Development (A Case Study Of The Gorontalo Regency Library And Archives Office)

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Abstract

This study aims to determine the effect of teamwork and work motivation on the career development of employees at the Gorontalo Regency Library and Archives Office, both partially and simultaneously. This study employs a quantitative approach using a survey method. The study population consists of 40 employees, with a saturation sampling technique used so that the entire population serves as the study sample. Data collection was conducted through observation, questionnaires, interviews, and documentation. Data analysis used multiple linear regression, preceded by validity tests, reliability tests, and classical assumption tests. The results showed that, when considered partially, teamwork has a positive and significant effect on employee career development, with a calculated t-value of 3.373 > the critical t-value of 1.687 and a significance level of 0.002 < 0.05. Meanwhile, work motivation does not have a significant effect on employees' career development, as indicated by a calculated t-value of 1.675 < the critical t-value of 1.687 and a significance level of 0.102 > 0.05. Simultaneously, teamwork and work motivation have a significant effect on employee career development, with a calculated F-value of 10.536 > the critical F-value of 3.25 and a significance value of 0.000 < 0.05. The coefficient of determination (R^2) of 0.363 indicates that 36.3% of the variation in career development can be explained by teamwork and work motivation, while the remaining 63.7% is influenced by other variables outside the research model. Based on these results, it can be concluded that improved teamwork is a key factor in supporting employees' career development, whereas individual work motivation has not yet had a significant effect.

Keywords: Teamwork, Work Motivation, Career Development

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INTRODUCTION

Employee career development is a systematic process designed by organizations to help individuals plan, develop, and manage their career paths on an ongoing basis. Law No. 5 of 2014 on the Civil Service emphasizes a merit-based system, in which promotions are based on performance, competence, and experience, rather than solely on patron-client relationships (Ariyati et al., 2024).

At the Gorontalo Regency Library and Archives Office, career development encompasses both structural and functional tracks. Functional positions, particularly Librarians and Archivists, play a crucial role in library services and records management. Career development for both roles is tied to credit points earned through education, training, professional development, and work performance. However, its implementation faces limitations due to quotas on technical training, a lack of guidance from the National Archives of the Republic of Indonesia (ANRI) or the National Library, and performance evaluations that are not yet integrated with credit point requirements.

The transition from a patrimonial bureaucracy to a merit-based system faces structural, cultural, and technical challenges. A rigid bureaucratic hierarchy can hinder both vertical and horizontal mobility among employees. A payroll and compensation system that is not yet fully performance-based also reduces incentives to improve competencies. From a cultural perspective, the prioritization of personal loyalty over professionalism remains a challenge. Limited training budgets and performance evaluations that are not yet objective or measurable also hinder career development (Ananto & Natalia, 2023). A number of studies indicate that career stagnation and unclear development paths can reduce employee motivation and commitment, while also hindering innovation and the quality of public services (Hamzah et al., 2025).

The transformation of libraries into community learning centers and the shift from archival work to strategic information management require new competencies. The digitization of collections, digital repositories, digital preservation, and technology-based services demand digital literacy and information management skills. However, the training available is often general in nature and does not yet meet the technical needs of staff. The limited availability of tiered and certified training also hinders the accumulation of credit hours and advancement in functional ranks. A shortage of professional archivists has led agencies to rely on records management staff, while competencies in records classification, the use of e-Archive applications, and records disposal procedures still need to be strengthened.

The 2025 personnel data reveals issues with career advancement. The head of the agency was last promoted in 2014, while several employees have faced prolonged stagnation in their ranks. There is also a mismatch between education, competencies, and job positions. A number of employees with master's degrees still hold positions that

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do not match their potential competencies. This situation indicates that length of service and education do not always lead to commensurate career advancement. Nevertheless, a descriptive analysis reveals a sense of responsibility, shared contributions, solidarity, and a strong work ethic—all of which serve as the organization's assets in developing its human resources.

In addition to hierarchical barriers, cross-unit cooperation remains limited and tends to be formalistic. Coordination among the library, collection management, archives, and information technology divisions has not yet fully resulted in substantive collaboration . Collaboration enables employees to share information, complete tasks together, and support one another when facing obstacles. Work motivation also encourages employees to participate in training, improve their skills, and take the initiative to achieve organizational goals and plan their career development. On the other hand, employee work motivation varies significantly. Some employees are highly dedicated to serving visitors and maintaining the collection, while others experience burnout and work only to fulfill their basic duties. A preliminary survey of 15 employees revealed that 60% felt they lacked a clear career roadmap, while 40% reported a decline in work motivation over the past two years. The lack of clarity regarding promotion criteria creates uncertainty and reduces the drive to develop competencies.

Handayani's (2023) study found that teamwork and career development have a significant impact on employee job satisfaction. Wendur et al. (2025) and Yolinza and Marlius (2023) found a positive relationship between career development and work motivation on the one hand, and employee productivity and performance on the other. Other studies have also identified work motivation as a mediating variable between training or career development and performance (Ikhwan, 2024). However, research examining the simultaneous effects of teamwork and work motivation on career development within local government bureaucracies—specifically at the Gorontalo Regency Library and Archives Office—remains limited. This gap is contextual because few studies have examined these three variables at the regency level in the Gorontalo region, and it is practical because human resource development programs are not always based on an assessment of employee teamwork and motivation.

Therefore, this study aims to examine the influence of teamwork and work motivation on the career development of employees at the Gorontalo Regency Library and Archives Office. Theoretically, this study is expected to enrich the literature on public sector human resource management, particularly regarding the implementation of a merit- system at the regional level. Practically, the results are expected to serve as a basis for leadership decisions to clarify career paths, strengthen cross-functional collaboration, and boost employee work motivation.

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METHOD

This study was conducted at the Gorontalo Regency Library and Archives Office, next to the Limboto Tower. The location was selected based on preliminary observations in line with the study's title. The study is scheduled to take place from March 2026 until completion.

This study employs a quantitative approach using an associative method to examine the influence of teamwork (X1) and work motivation (X2) on employee career development (Y). Data were collected via a questionnaire and analyzed using multiple linear regression to test the partial and simultaneous effects of the two independent variables on the dependent variable. Operational definitions are based on Suhardi (2023). Indicators of teamwork include responsibility, mutual contribution, and the application of skills (Rahmawati, 2021). Indicators of work motivation include skills, obligations, and the need for responsibility (Putra & Sari, 2022). Career development is measured through education and training, promotions, and transfers (Lestari & Pratama, 2023). All variables were measured using a five-point Likert scale.

The study population consisted of all 40 employees of the Gorontalo Regency Library and Archives Office. The sampling technique used was total sampling, or saturation sampling, meaning the entire population served as the sample. It comprised 11 librarians, 10 archivists, and 19 administrative and support staff. Data collection was conducted through observation of employee activities, closed-ended questionnaires based on variable indicators, interviews with supervisors and employees, and documentation. Prior to analysis, the instruments were tested for validity using Pearson's Product-Moment correlation and for reliability using Cronbach's Alpha. The data were analyzed descriptively using means, percentages, and standard deviations.

Tests of classical assumptions include a test of residual normality, a test for multicollinearity using the tolerance value and the Variance Inflation Factor (VIF), and a test for heteroscedasticity based on the pattern of residual dispersion. Multiple linear regression analysis uses the equation $\hat{Y} = a + b1X1 + b2X2 + e$. Hypothesis testing is conducted using the t-test for partial effects, the F-test for simultaneous effects, and the coefficient of determination (R^2) to determine the contribution of independent variables to employee career development. The research hypothesis states that teamwork and work motivation, both partially and simultaneously, are expected to have a significant effect on employee career development.

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RESULTS AND DISCUSSION

Research Results

Results of the Classical Assumptions Test

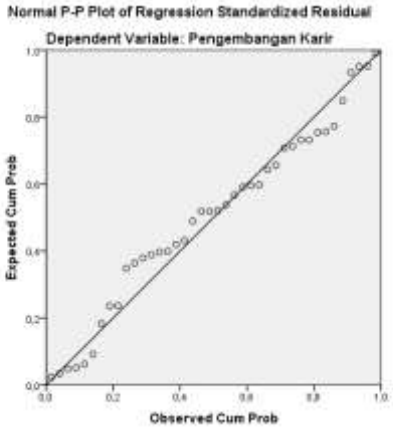
Results of the Normality Test

Table 1: Results of the *Kolmogorov-Smirnov* Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		40
Normal Parameters [a, b]	Mean	,0000000
	Standard Deviation	3.83867570
Most Extreme Differences	Absolute	.120
	Positive	.096
	Negative	−0.120
Test Statistic		.120
Asymptotic Significance (2-tailed)		,153[c]

Source: Data processed by the researcher using SPSS 23 (2026)

Based on the SPSS test results in Table 1, it can be seen that the probability value of 0.153 is above 0.05; therefore, the data processed by the researcher using SPSS is normally distributed.



Source: Data analyzed using SPSS 23 by the researcher (2026)

Figure 1 Results of the P-Plot Test for Data Normality

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Multicollinearity Test Results

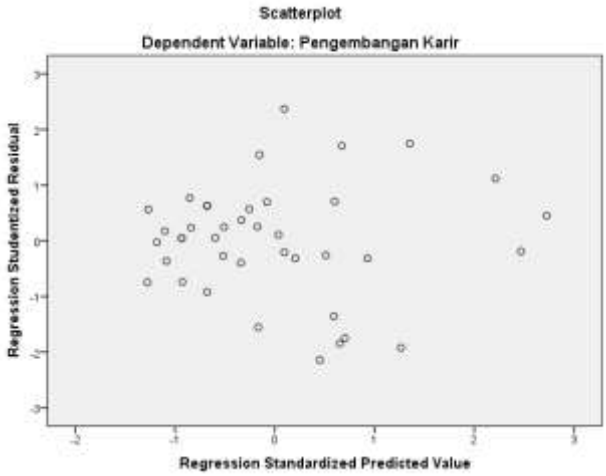
Table 2 Results of the Multicollinearity Test

Model		*Collinearity Statistics*	
		Tolerance	**VIF**
1	(Constant)		
	Teamwork	.868	1.152
	Work Motivation	.868	1.152

Source: Data processed by the researcher using SPSS 23 (2026)

Based on the data in Table 2, the tolerance value for both variables is 0.868, which is greater than 0.10. Furthermore, the VIF value of 1.152 is less than 10. Therefore, based on this data, it can be concluded that there is no multicollinearity among the variables.

Results of the Heteroscedasticity Test



Source: Data processed using SPSS 23 by the researcher (2026)

Figure 2: *Scatterplot of* Heteroscedasticity Test Results

Multiple Linear Regression Analysis

Table 3 Multiple Linear Regression Analysis

Model		*Unstandardized Coefficients*		*Standardized Coefficients*	t	sig
		B	Std. Error	Beta		
1	(Constant)	20,071	13,240		1,516	,138
	Teamwork (X1)	,487	,144	,475	3,373	,002

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	Work Motivation (X2)	,253	,151	,236	1.675	,102

Source: Data processed by the researcher using SPSS 23 (2026)

Based on Table 3 above, the following multiple linear regression equation was obtained:

$$\hat{Y} = a + b_1X_1 + b_2X_2 + e$$

$$\hat{Y} = 20.071 + 0.487 + 0.253 + e$$

Notes:

1. The constant value of 20.071 indicates that career development is worth 20.071 when teamwork and work motivation are considered constant or zero.
2. The regression coefficient for X1, which is 0.487, indicates that teamwork has a positive effect on career development. A one-unit increase in teamwork increases career development by 0.487, assuming all other variables remain constant.
3. The regression coefficient for X2, which is 0.253, indicates that work motivation has a positive effect on career development. A one-unit increase in work motivation increases career development by 0.253, assuming all other variables remain constant.

Hypothesis Testing

Partial Test (t-Test)

Table 4 Results of the Partial Test (t-Test)

Model		Calculated t	Table t	sig
1	Teamwork	3.373	1,687	,002
	Work Motivation	1,675	1,687	,102

Source: Data processed by the researcher using SPSS 23 (2026)

Based on the results of the (partial) t-test in Table 4, the findings can be summarized as follows:

1. The Effect of Teamwork on Career Development

There is a positive and significant effect of the Teamwork variable (X_1) on Career Development (Y). This can be seen from the significance value of the t-test results for the Teamwork variable, namely 0.002 < 0.05, and the calculated t-value of 3.373 > the critical t-value of 1.687; therefore, H_0 is rejected and H_1 is accepted.

2. The Effect of Work Motivation on Career Development

There is a positive but insignificant effect of the Work Motivation variable (X_2) on Career Development (Y). This can be seen from the significance value of the t-test for the Work Motivation variable, which is 0.102 > 0.05, and the calculated t-value of 1.675 < the critical t-value of 1.687; therefore, H_0 is accepted and H_1 is rejected.

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Simultaneous Test (F-Test)

Table 5 Results of the Simultaneous Test (F-Test)

Model		Calculated F	Table F	sig
1	*Regression*	10.536	3.25	0.000

Source: Data processed by the researcher using SPSS 23 (2026)

Based on Table 5 above, it can be seen that the significance value of 0.000 is less than 0.05, which means that H_1 is accepted and H_0 is rejected. In addition, the calculated F-value of 10.536 is greater than the critical F-value of 3.25 (10.536 > 3.25).

Coefficient of Determination Test (R^2)

Table 6 Results of the Coefficient of Determination Test (R^2)

Model	R	R-Square	Adjusted R-Square	Standard Error of the Estimate
1	.602[a]	.363	.328	3.94106

Source: Data processed by the researcher using SPSS 23 (2026)

Based on Table 6 above, an R value of 0.602 was obtained, indicating that there is a strong relationship between the independent variables—teamwork and work motivation—and the dependent variable—career development. The R-squared value of 0.363 indicates that 36.3% of the variation in career development can be explained simultaneously by the variables of teamwork and work motivation, while the remaining 63.7% cannot.

DISCUSSION

The Effect of Teamwork on Career Development

The results of the study indicate that teamwork has a positive and significant effect on employees' career development. These findings are consistent with Super's Career Development Theory (1957) and Nahapiet and Ghoshal's Social Capital Theory (1998). Teamwork fosters knowledge exchange, enhances competencies and work experience, and creates opportunities for employees' career development.

The Influence of Work Motivation on Career Development

The results of the study indicate that work motivation has a positive, though not significant, effect on employee career development. According to Krumboltz's theory (1976), career development is influenced by both individual and environmental factors.

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Organizational policies, training opportunities, administrative requirements, and promotion systems also play a role in determining employee career development.

The Influence of Teamwork and Work Motivation on Career Development

The results of this study indicate that teamwork and work motivation simultaneously have a positive and significant effect on employees' career development. Based on Super's Career Development Theory (1957), career development is influenced by individual characteristics and the environment. Collaboration and motivation together support the improvement of employees' competencies, experience, achievements, and career opportunities.

CONCLUSION

Based on the research findings and discussion, the following conclusions can be drawn:

1. Teamwork has a significant impact on employees' career development. This indicates that good teamwork—as demonstrated by a sense of responsibility, mutual contribution, and the full utilization of one's abilities in completing tasks—can foster employees' career development. The better the teamwork among employees, the greater their opportunities for career advancement.
2. Work motivation does not have a significant effect on employees' career development when considered in isolation. Although employees' work motivation falls into the "very good" category—as reflected by their drive to achieve goals, work enthusiasm, and a strong sense of responsibility—work motivation has not yet been able to directly influence employees' career development. This indicates that career development is not solely determined by work motivation but is also influenced by other factors, such as organizational policies, promotion opportunities, education and training, and employee competencies.
3. Simultaneously, teamwork and work motivation have a significant impact on employee career development. The results of the F-test confirm that these two variables collectively contribute to employee career development. This indicates that a combination of effective teamwork and high work motivation is a key strategy for supporting employee career development. Therefore, improving the quality of cooperation among employees, supported by strong work motivation, needs to be continuously developed as an effort to enhance the quality of human resources at the Gorontalo Regency Library and Archives Office.

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