

Analysis of Career Development and Organizational Culture in Increasing Employee Loyalty at the Setu Sub-district Office, South Tangerang

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Abstract: *Human resources are crucial in public service organizations, where employee loyalty supports effective and responsible service. This study aims to examine career development and organizational culture in relation to employee loyalty at the Setu Sub-district Office, South Tangerang. A descriptive qualitative approach was used, involving 37 employees and five purposively selected informants. Data were collected through non-participatory observation, in-depth interviews, and documentation, and analyzed using an interactive model of data reduction, data presentation, and conclusion drawing. Data validity was established through source, technique, and time triangulation. The findings show that organizational culture supports employee loyalty through duty awareness, discipline, harmonious relationships, work effectiveness, and teamwork. Career development is generally well implemented, but equal access to career development opportunities, particularly for PPPK employees, and clarity of career-related information still require improvement.*

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Introduction

Human resources are a crucial factor in determining the success and sustainability of an organization, including government agencies. In the context of public services, employee loyalty is essential because it supports the achievement of organizational goals and the delivery of effective public services. Employee loyalty can be reflected through responsibility in carrying out duties, compliance with organizational regulations, cooperation with colleagues, a sense of ownership toward the organization, and commitment to fulfilling assigned responsibilities. Recent research has emphasized that employee loyalty is closely associated with organizational factors that shape employees' experiences and commitment within the workplace. Aljehani and Javed (2021), for example, found a strong relationship between career development and employee loyalty, indicating that opportunities for career advancement can strengthen employees' attachment to their organizations.

Based on initial observations at the Setu Subdistrict Office in South Tangerang, employee loyalty still needs to be improved. Some employees have demonstrated compliance with regulations and have carried out their responsibilities effectively; however, several aspects still require improvement,



particularly employee discipline, coordination, involvement in organizational activities, communication, and the ability to resolve differences of opinion. These conditions indicate that employee loyalty cannot be viewed solely from employees' willingness to remain in an organization, but also from their daily attitudes, commitment, participation, and behavior in carrying out organizational responsibilities. This is consistent with recent research showing that organizational culture, communication, and work discipline are relevant factors in understanding employee loyalty within government-related organizational settings.

One factor related to employee loyalty is career development. According to Busro (2018:275), career development is the process of improving an individual's work abilities to achieve desired career goals. Career development provides employees with opportunities to improve their competencies, develop their professional capacities, and achieve career objectives within the organization. Recent empirical evidence also supports the relevance of career development to employee loyalty. Fitrian, Sembiring, and Widjiantoro (2023) found that career development had a significant relationship with employee loyalty among employees of Bank Indonesia in the Riau Islands Province. Similarly, Egyansyah et al. (2022) reported that career development had a positive and significant effect on employee loyalty among Bank Jateng Syariah employees. However, observations at the Setu Subdistrict Office indicate that competency development opportunities are not evenly distributed, superior guidance is inconsistent, and information regarding career development opportunities is not fully received by employees. These conditions suggest that career development remains an important aspect that needs to be strengthened in order to support employee loyalty.

Besides career development, organizational culture is also related to employee loyalty. Organizational culture consists of the values, norms, habits, and behavioral patterns that guide members of an organization in carrying out their duties and interacting with one another. A strong organizational culture can provide employees with a clear understanding of organizational expectations, strengthen shared values, and encourage employees to identify with organizational goals. Recent research by Wijonarko, Muksin, and Rajiani (2024) demonstrates that organizational culture can contribute to the development of employee commitment and loyalty, indicating that a supportive organizational culture is important in fostering a loyal workforce. Similarly, research by Noviana and Manafe (2022), using a qualitative approach, found that organizational culture played a role in building employee loyalty through the implementation of shared organizational values.

At the Setu Subdistrict Office in South Tangerang, the organizational culture is relatively well-established; however, several aspects still need to be strengthened, particularly self-awareness, initiative, communication, professionalism, work effectiveness, and team coordination. These aspects are important because organizational culture is not only reflected in formal organizational values but also in how employees translate those values into everyday work behavior. An organizational culture that promotes open communication, cooperation, professionalism, and shared responsibility can create an environment that supports stronger employee loyalty. This argument is also supported by recent research showing that organizational culture is significantly associated with employee loyalty and that an open, inclusive, and supportive organizational environment can strengthen employees' organizational attachment.

The relationship between career development, organizational culture, and employee loyalty has also been demonstrated in recent empirical studies. Pramudita, Suyono, and Elisabeth (2023) examined career development, job satisfaction, and organizational culture in relation to employee loyalty and found that these organizational factors were relevant in explaining employee loyalty. In addition, Saputra et al. (2023) examined career development and work culture in relation to employee loyalty and further demonstrated the importance of organizational conditions in strengthening employee attachment and loyalty. These findings reinforce the relevance of examining career development and organizational culture within the context of government institutions, particularly at the subdistrict level, where employees have direct responsibilities in public service delivery.

This study aims to identify and analyze career development and organizational culture in enhancing employee loyalty at the Setu Subdistrict Office, South Tangerang. This research is important for understanding employee loyalty and the factors related to its development within a government organization. The study is particularly relevant because employee loyalty in public institutions is not



only associated with individual employee commitment but also with the organizational environment, opportunities for competency and career development, communication patterns, cooperation, and the implementation of shared organizational values. By examining these aspects, the study is expected to provide a more comprehensive understanding of the conditions that support employee loyalty in local government institutions.

The novelty of this study lies in its examination of career development and organizational culture in enhancing employee loyalty among ASN (State Civil Apparatus) employees, namely PNS and PPPK (Regional Civil Servants), through a qualitative approach at the Setu Subdistrict Office, South Tangerang. Unlike previous studies that have predominantly employed quantitative approaches and focused on private-sector organizations or specific corporate settings, this study seeks to provide a contextual understanding of how career development and organizational culture are experienced and perceived by government employees in a local public-service institution. Therefore, this research is expected to contribute both theoretically and practically to the development of human resource management in the public sector, particularly in strengthening employee loyalty through equitable career development opportunities and a supportive organizational culture.

Method

This study uses a qualitative method with a descriptive approach to analyze career development and organizational culture in increasing employee loyalty at the Setu sub-district office in South Tangerang. This method was chosen because it can provide an in-depth description of field phenomena. According to Darmalaksana (2020), qualitative research is descriptive and emphasizes processes and meanings based on facts in the field. Research informants are individuals who can provide information (Adiyanta, 2019).

The primary research instrument is the researcher, assisted by observation, in-depth interviews, and documentation. According to Sugiyono (2019:156), "a research instrument is a tool used to measure the natural or social phenomena of interest." Observations are conducted non-participatory, with interviews conducted with leaders and employees, while documentation is used to obtain supporting data for the research.

The study population consisted of 37 employees of the Setu sub-district office in South Tangerang, with five informants selected purposively. The informants were Adhi Mustofa, the Village Head of Setu, as the key informant, Herry Heryadi, Sutisna, Septi Wulandari, and Naat. The informants were selected to obtain information on career development, organizational culture, and employee loyalty.

The research procedures included observation, in-depth interviews, and documentation. Field observations were conducted, and interviews were conducted with leaders and civil servants (PNS) and PPPK (Regional Employment Recipients), while documentation served as supporting data. The research was conducted over eight months, from December 2025 to July 2026.

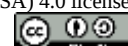
Data analysis used an interactive model through the stages of data reduction, data display, and conclusion. According to Moleong (2020:103), data analysis is "the process of arranging data sequences, organizing them into a pattern of categories and basic descriptions." Data validity was achieved through triangulation of sources, techniques, and time to increase the credibility of the research results.

Results and Discussion

Interview Results Related to the Analysis of Career Development and Organizational Culture on Employee Loyalty at the Setu Sub-district Office, South Tangerang, are presented in the following table.

Table 1 Transcript of Career Development Interview Results

Name: Adhi Mustofa Position: Head of Setu Village Time: June 3, 2026 / 11:00 AM - end Place: Setu Sub-district Office			
No	Indicator	Statement	Answer
1	justice	Have opportunities for career development and promotion been given fairly to all employees?	Career development has been provided based on employee rules and assessments.
2	concern	How much attention does management pay to employee skill and career development?	The management has tried to provide training opportunities and direction to employees to improve work competency.



Name: Adhi Mustofa Position: Head of Setu Village Time: June 3, 2026 / 11:00 AM - end Place: Setu Sub-district Office			
3	Information	Has information regarding training, promotions and career development been clearly communicated to employees?	Career Development Information has been conveyed to employees, usually through meetings or communication groups.
4	Interest	Do employees have an interest in improving their skills and developing their careers?	Most employees have a strong desire to improve their work skills through training.
5	Satisfaction	Are you satisfied with the career development opportunities provided by the office?	In general, the career development program has been running well.

Based on interviews with the Setu Village Head, career development at the Setu sub-district offi cehas been well-run. Development opportunities are provided fairly based on regulations and performance, supported by training, leadership guidance, and information dissemination through meetings and communication groups. Most employees also show an interest in developing their competencies, thus the program is considered to support human resource development.

Table 2 Transcript of Career Development Interview Results

Name: Herry Heryadi Position: Head of government section Time: June 3, 2026 / 09:00-finish Place: Setu Sub-district Office			
No	Indicator	Statement	Answer
1	Justice	Have opportunities for career development and promotion been given fairly to all employees?	There are indeed opportunities for employees, but not everyone feels the same way.
2	Concern	How much attention does management pay to employee skill and career development?	The leadership is quite concerned about employee development by providing direction, motivation, and suggesting that employees take part in training according to the organization's needs.
3	Information	Has information regarding training, promotions and career development been clearly communicated to employees?	Information regarding training and career development is generally conveyed in communication groups, although sometimes information is received in a short time.
4	Interest	Do employees have an interest in improving their skills and developing their careers?	Employees are interested in participating in training that can support their work and career.
5	Satisfaction	Are you satisfied with the career development opportunities provided by the office?	In general, we are quite satisfied, but we still hope that there will be more equal opportunities for all employees to participate in career development.

Based on interviews with the Head of the Government Section, career development at the Setu Setu sub-district office has been progressing quite well, but development opportunities have not been shared equally among all employees. Career development information has been communicated through various communication channels, and employees have shown a strong interest in improving their skills.

Table 3 Transcript of Career Development Interview Results

Name: Sutisna Position: Head of economic section Time: June 3, 2026/ 10:00-finish Place: Setu Sub-district Office			
No	indicator	Question	Answer
1	Justice	Have opportunities for career development and promotion been given fairly to all employees?	Career development opportunities have been provided in accordance with applicable regulations, but in practice, not all employees have received the same opportunities.
2	Concern	How much attention does management pay to employee skill and career development?	The leadership cares enough about employees, but not all employees get the same opportunities.
3	Information	Has information regarding training, promotions and career development been clearly communicated to employees?	Information regarding training and career development has been conveyed through meetings and communication groups so that employees can be aware of available opportunities.

Name: Sutisna Position: Head of economic section Time: June 3, 2026/ 10:00-finish Place: Setu Sub-district Office			
4	Interest	Do employees have an interest in improving their skills and developing their careers?	Most employees have an interest in improving their competencies through training and hope to develop their careers in the work environment.
5	Satisfaction	Are you satisfied with the career development opportunities provided by the office?	Employees are quite satisfied, but still hope for more satisfying opportunities.

Based on an interview with the Head of the Economics Section, career development at the Setu sub-district office has been progressing quite well. The leadership demonstrates concern for competency development and clearly communicates training information. However, career development opportunities are not yet fully equitable and need to be improved to optimize employee satisfaction.

Table 4 Transcript of Career Development Interview Results

Name: Septi Wulandari Position: Office Administration Time: June 4, 2026 / 11:00-finished Place: Setu Sub-district Office			
No	Indicator	Question	Answer
1	Justice	Have opportunities for career development and promotion been given fairly to all employees?	Career development opportunities have been provided in accordance with applicable provisions, but not all employees have had the same opportunity to learn about development and promotion programs.
2	Concern	How much attention does management pay to employee skill and career development?	The leadership provides support if there are training or work development activities.
3	Information	Has information regarding training, promotions and career development been clearly communicated to employees?	Information regarding training and career development is conveyed through meetings.
4	Interest	Do employees have an interest in improving their skills and developing their careers?	Employees want to participate in activities that can improve their skills and work experience.
5	Satisfaction	Are you satisfied with the career development opportunities provided by the office?	In general, it is sufficient, although it is still expected to be equal for all employees in participating in career development.

Based on interviews with Office Administration, career development at the Setu sub-district office is progressing quite well. Employees have shown a strong interest in improving their skills and work experience, but career development opportunities are not yet fully equitable and need to be improved to ensure all employees receive equal benefits and satisfaction.

Table 5 Transcript of Career Development Interview Results

Name: Naat Position: Service Administrator Time: June 4, 2026/10:00- finished Place: Setu Sub-district Office			
No	Indicator	Question	Answer
1	Justice	Have opportunities for career development and promotion been given fairly to all employees?	As a PPPK employee, development opportunities are still limited compared to civil servants.
2	Concern	How much attention does management pay to employee skill and career development?	Management provides support to employees to participate in training and competency development.
3	Information	Has information regarding training, promotions and career development been clearly communicated to employees?	Communication regarding career development still needs to be clarified.
4	Interest	Do employees have an interest in improving their skills and developing their careers?	Employees have a high interest in improving their competency and developing their careers in the sub-district office through training and other activities.
5	Satisfaction	Are you satisfied with the career development opportunities provided by the office?	Employees hope that career development can be more equitable for all employees.

Based on an interview with Naat, the Service Administrator, career development at the Setu sub-district office has been ongoing but still needs improvement. Career development opportunities for PPPK employees are considered more limited than for civil servants, while information regarding career development still needs to be clarified. Nevertheless, employees express a strong interest in improving their skills and expect more equitable career development opportunities.

Table 6 Transcript of Organizational Culture Interview Results

Name: Adhi Mustofa Position: Head of Setu Village Time: June 3, 2026/11:00-finished Place: Setu sub-district office			
No	Indicator	Question	Answer
1	Self-awareness	How do you understand your role and responsibilities as an employee at the Setu Sub-district Office?	Each employee has understood their respective duties and responsibilities according to their position, and is committed to providing good service to the community.
2	Aggressiveness	How does the office culture encourage employees to work better and achieve optimal results?	The work culture in the office encourages employees to work in a disciplined and responsible manner, and to continuously improve the quality of service to the public.
3	personality	How is the relationship between employees in this work environment?	The relationship between employees is well established, with respect, mutual assistance, and maintaining communication, thus creating a harmonious work environment.
4	Performance	Does the work culture you implement encourage employees to work effectively and efficiently? Give an example.	Yes, the implemented work culture encourages employees to work according to procedures and complete tasks on time. For example, every service to the public is carried out according to established operational standards.
5	Team orientation	What is the role of leadership in building teamwork in the office environment?	I feel that I always encourage cooperation through clear coordination of task division, as well as holding regular meetings so that every employee can work together in achieving organizational goals.

Based on interviews with the Setu Village Head, the organizational culture at the Setu sub-district office has been implemented quite well. Employees understand their duties and responsibilities, maintain harmonious working relationships, and act with discipline in providing services to the community. Leadership also actively builds collaboration through effective coordination and communication, thus supporting task effectiveness and organizational achievements.

Table 7 Transcript of Organizational Culture Interview Results

Name: Herry Heryadi Position: Head of government section Time: June 3, 2026 / 09:00-finish Place: Setu Sub-district Office			
No	Indicator	Question	Answer
1	Self-awareness	How do you understand your role and responsibilities as an employee at the Setu Sub-district Office?	I understand that each employee has duties according to their respective fields and must carry them out with full responsibility so that services to the public can run well.
2	Aggressiveness	How does the office culture encourage employees to work better and achieve optimal results?	Leaders always motivate employees to work with more discipline, improve the quality of service, and complete work according to the set targets.
3	personality	How is the relationship between employees in this work environment?	Relations between employees are quite good. When work challenges arise, employees discuss them with each other and help complete tasks together.
4	Performance	Does the work culture you implement encourage employees to work effectively and efficiently? Give an example.	The implemented work culture is quite supportive of work effectiveness. For example, every employee strives to complete administrative tasks according to procedures.
5	Team orientation	What is the role of leadership in building teamwork in the office environment?	The leader acts as a coordinator who directs the division of tasks and provides solutions when there are obstacles.

Based on interviews with the Head of the Government Section, the organizational culture at the Setu Sub-district Office supports employee performance. Employees understand their duties and responsibilities, maintain good working relationships, and are motivated to work in a disciplined and effective manner. Leadership also plays a role in providing direction and fostering effective communication, which fosters effective collaboration.

Table 8 Transcript of Organizational Culture Interview Results

Name: Sutisna
Position: Head of economic section
Time: June 3, 2026/ 10:00-finish
Place: Setu Sub-district Office

No	Indicator	Question	answer
1	Self-awareness	How do you understand your role and responsibilities as an employee at the Setu Sub-district Office?	As an employee, I understand that every task must be carried out according to each person's function and responsibility so that services to the public run well.
2	Aggressiveness	How does the office culture encourage employees to work better and achieve optimal results?	The organizational culture in the office encourages employees to continuously improve the quality of work through discipline, responsibility and evaluation of work results.
3	personality	How is the relationship between employees in this work environment?	The relationship between employees is quite good, employees respect each other, communicate well, and work together to complete daily work.
4	Performance	Does the work culture you implement encourage employees to work effectively and efficiently? Give an example.	The work culture implemented helps employees be more effective.
5	Team orientation	What is the role of leadership in building teamwork in the office environment?	Leaders always encourage employees to coordinate with each other, provide direction during meetings, and encourage cooperation so that every activity can be completed well.

Based on the results of interviews with the head of the economic section, it was discovered that the organizational culture at the Setu Sub-district Office had been implemented quite well.

Table 9 Transcript of Organizational Culture Interview Results

Name: Septi Wulandari
Position: Office Administration
Time: June 4, 2026 / 11:00-finished
Place: Setu Sub-district Office

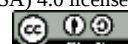
No	Indicator	Question	Answer
1	Self-awareness	How do you understand your role and responsibilities as an employee at the Setu Sub-district Office?	I understand that as a PPPK employee, I must carry out my duties according to my field of work, maintain discipline, and provide good service to the public.
2	Aggressiveness	How does the office culture encourage employees to work better and achieve optimal results?	The work culture in the office encourages us to work more disciplined and responsibly, although motivation from the leadership still needs to be given more often to maintain work enthusiasm.
3	personality	How is the relationship between employees in this work environment?	The relationship between employees is very good and there is mutual respect.
4	Performance	Does the work culture you implement encourage employees to work effectively and efficiently? Give an example.	The established work culture helps work become more focused.
5	Team orientation	What is the role of leadership in building teamwork in the office environment?	Leaders always remind employees of the importance of cooperation and communication between employees through meetings and direct instructions.

Based on interviews with Office Administration personnel serving as PPPK employees, the organizational culture at the Setu sub-district office supports daily work. The informant understands his or her duties and responsibilities, has good working relationships with colleagues, and is motivated to work in a disciplined and responsible manner.

Table 10 Transcript of Organizational Culture Interview Results

Name: Naat
Position: Service Administrator
Time: June 4, 2026/10:00- finished
Place: Setu Sub-district Office

No	Indicator	Question	Answer
1	Self-awareness	How do you understand your role and responsibilities as an employee at the Setu Sub-district Office?	I try to carry out my work according to the tasks given and always try to provide fast and friendly service to the community as a form of responsibility.



2	Aggressiveness	How does the office culture encourage employees to work better and achieve optimal results?	Coworkers and leaders remind each other if there is unfinished work so that we are encouraged to work better.
3	personality	How is the relationship between employees in this work environment?	Relations between employees are quite good. We respect each other and don't hesitate to ask questions.
4	Performance	Does the work culture you implement encourage employees to work effectively and efficiently? Give an example.	The work culture in the office is quite helpful in completing work effectively.
5	Team orientation	What is the role of leadership in building teamwork in the office environment?	The leader provides direction before the work is carried out and encourages employees to work together so that each task can be carried out according to the specified target.

Based on interviews with PPPK employees in the service administration section, it was discovered that the organizational culture at the Village Office creates a work environment that supports the implementation of employee duties. Informants understand their responsibilities in providing services to the community and feel a culture of mutual assistance in completing work.

Table 11 Transcript of Employee Loyalty Interview Results

Name: Adhi Mustofa Position: Head of Setu Village Time: June 3, 2026/11:00-finished Place: Setu sub-district office			
No	Indicator	Question	Answer
1	Obey the rules	Have employees complied with the rules and regulations in effect at the office?	In general, employees have complied with the applicable rules, such as work time discipline, following service procedures, and carrying out tasks according to existing provisions.
2	Responsibility	What are the employee's responsibilities in completing the work that is their job?	Employees are sufficiently responsible for their work. Each employee strives to complete tasks within their respective areas, and if any obstacles arise, coordination will be established to ensure work continues.
3	Desire to work together	Are employees willing to work and help coworkers in completing work?	Employees have good cooperation, if there is work that requires assistance, other employees help each other.
4	A sense of belonging	Do you have a sense of pride and ownership towards the office?	As a leader, I feel proud of the Setu sub-district office and try to maintain a good work environment so that all employees also feel proud.
5	Relationship/Bond	To what extent do you have a good relationship with your coworkers and do you feel comfortable working in this office?	Relations between employees have been going well, communication and cooperation have created a comfortable and supportive work atmosphere.

Based on interviews with the village head, it was found that employee loyalty at the Setu sub-district office has shown quite good results. Employees are deemed to comply with regulations, be responsible for assigned tasks, and demonstrate a willingness to collaborate with colleagues.

Table 12 Transcript of Employee Loyalty Interview Results

Name: Herry Heryadi Position: Head of government section Time: June 3, 2026 / 09:00-finish Place: Setu Sub-district Office			
No	Indicator	Question	Answer
1	Obey the rules	Have employees complied with the rules and regulations in effect at the office?	Employees always try to carry out their duties in accordance with established rules and procedures
2	Responsibility	What are the employee's responsibilities in completing the work that is their job?	Employees are quite responsible for their work. Each employee completes tasks within their area of expertise and coordinates with others if any work issues arise.
3	Desire to work together	Are employees willing to work and help coworkers in completing work?	The employees are quite united and help each other when there is work that must be completed together.
4	A sense of belonging	Do you have a sense of pride and ownership towards the office?	I feel proud and care about the office by trying to maintain the good name of the

Name: Herry Heryadi Position: Head of government section Time: June 3, 2026 / 09:00-finish Place: Setu Sub-district Office			
			organization and providing the best service to the community.
5	Relationship/Bond	To what extent do you have a good relationship with your coworkers and do you feel comfortable working in this office?	Employees feel comfortable working in this office because their relationships with their coworkers are good and they help each other with their work.

Based on the results of interviews with the head of the government section, it was found that employee loyalty was running quite well at the Setu Sub-district Office.

Table 13 Transcript of Employee Loyalty Interview Results

Name: Sutisna Position: Head of economic section Time: June 3, 2026 / 10:00-finish Place: Setu Sub-district Office			
No	Indicator	Question	Answer
1	Obeys the rules	Have employees complied with the rules and regulations in effect at the office?	Employees have tried to comply with applicable regulations, such as following working hours, carrying out tasks according to procedures.
2	Responsibility	What are the employee's responsibilities in completing the work that is their job?	Employees try to complete work on time according to the expected targets.
3	Desire to work together	Are employees willing to work and help coworkers in completing work?	Employees have a willingness to help each other, especially when work requires cooperation.
4	A sense of belonging	Do you have a sense of pride and ownership towards the office?	Employees feel comfortable working and help maintain the good name of the office.
5	Relationship/Bond	To what extent do you have a good relationship with your coworkers and do you feel comfortable working in this office?	Relations between employees are running quite well, communication is well established, and a comfortable working atmosphere allows employees to work optimally.

Based on interviews with the head of the economics section, it was found that employee loyalty at the Setu sub-district office has shown quite good performance. Employees demonstrate a commitment to following regulations and completing their work responsibly.

Table 14 Transcript of Employee Loyalty Interview Results

Name: Septi Wulandari Position: Office Administration Time: June 4, 2026 / 11:00-finished Place: Setu Sub-district Office			
No	Indicator	Question	answer
1	Obeys the rules	Have employees complied with the rules and regulations in effect at the office?	As an employee, I try to follow the applicable rules, starting from work discipline rules, office regulations, to carrying out work according to the directions given.
2	Responsibility	What are the employee's responsibilities in completing the work that is their job?	Employees try to complete their work as best as possible according to the tasks given, but sometimes they get work that takes a long time.
3	Desire to work together	Are employees willing to work and help coworkers in completing work?	My colleagues and I try to help each other if there is work that has not been completed, especially when the work requires inter-departmental conditions.
4	A sense of belonging	Do you have a sense of pride and ownership towards the office?	Employees feel like they are part of the office so they try to provide good work.
5	Relationship/Bond	To what extent do you have a good relationship with your coworkers and do you feel comfortable working in this office?	The relationship with my coworkers is quite good, communication is open, and there is an attitude that makes me feel comfortable in carrying out my daily activities.

Based on the results of interviews with office administration, it is known that employee loyalty at the Setu sub-district office has been formed through compliance with regulations, responsibility in completing work, and a willingness to help coworkers.

Table 15 Transcript of Employee Loyalty Interview Results

Name: Naat			
Position: Service Administrator			
Time: June 4, 2026/10:00- finished			
Place: Setu Sub-district Office			
No	Indicator	Question	Answer
1	Obey the rules	Have employees complied with the rules and regulations in effect at the office?	Most employees try to follow the applicable rules, although there are still some things that need to be improved in work discipline.
2	Responsibility	What are the employee's responsibilities in completing the work that is their job?	I try to carry out my duties according to my responsibilities, and complete the work given, especially that related to service to the community.
3	Desire to work together	Are employees willing to work and help coworkers in completing work?	I am quite willing to help coworkers when needed, especially in work that is done together.
4	A sense of belonging	Do you have a sense of pride and ownership towards the office?	I feel like I am part of the office, and try to contribute through the work I do.
5	Relationship/Bond	To what extent do you have a good relationship with your coworkers and do you feel comfortable working in this office?	Relationships with coworkers are quite good, thus supporting comfort at work, although there are still several things that need to be improved in work communication.

Interviews with service staff revealed that employee loyalty at the sub-district office is quite good. Employees strive to comply with applicable regulations, fulfill their job responsibilities, and are willing to help.

Interview Guidelines related to the Analysis of Career Development and Organizational Culture on Employee Loyalty at the Setu Sub-district Office, South Tangerang

Table 16 ANALYSIS OF CAREER DEVELOPMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE LOYALTY AT THE SETU SUB-DISTRICT OFFICE, SOUTH TANGERANG

Career Development

No	Question
1	Have opportunities for career development and promotion been given fairly to all employees?
2	How much attention does management pay to employee skill and career development?
3	Has information regarding training, promotions and career development been clearly communicated to employees?
4	Do employees have an interest in improving their skills and developing their careers?
5	Are you satisfied with the career development opportunities provided by the office?

Organizational culture

No	question
1	How do you understand your role and responsibilities as an employee at the Setu Sub-district Office?
2	How does the office culture encourage employees to work better and achieve optimal results?
3	How is the relationship between employees in this work environment?
4	Does the work culture you implement encourage employees to work effectively and efficiently? Give an example.
5	What is the role of leadership in building teamwork in the office environment?

Employee Loyalty

No	question
1	Have employees complied with the rules and regulations in effect at the office?
2	What are the employee's responsibilities in completing the work that is their job?
3	Are employees willing to work and help coworkers in completing work?
4	Do you have a sense of pride and ownership towards the office?
5	To what extent do you have a good relationship with your coworkers and do you feel comfortable working in this office?

Discussion of Research Results

1. Career Development at Setu sub-district office

a. Justice

Interviews with the village head, civil servants (PNS) and PPPK (Commissioned Employee Recipients) employees revealed that career development opportunities have been provided based on employee performance appraisal regulations. However, several informants reported that these opportunities have not been enjoyed equally, particularly for PPPK employees. Therefore, efforts to ensure equitable distribution of career development opportunities are still needed to ensure all employees receive equal opportunities.

b. Concern

Interview results indicate that management cares about employee competency development through guidance, motivation, and opportunities to participate in training. However, several informants expressed their hope that training could be improved so that more employees have the opportunity to participate in development programs.

c. Information

Information regarding training, promotions, and career development has generally been delivered through meetings and communication groups. However, some informants felt that information delivery needed to be clearer and more timely so that all employees received the same information.

d. Interest

Based on interview results, most employees have a strong interest in improving their competencies through training and other development activities. This demonstrates their desire to develop their skills and improve the quality of their work.

e. Satisfaction

In general, informants felt quite satisfied with the implementation of career development, however, some employees still hoped for equal opportunities for career development so that employee satisfaction could increase.

2. Organizational Culture in the Village Office

a. Self-awareness

Interview results indicate that employees understand the duties and responsibilities of their respective positions. They also strive to provide the best possible service to the public in accordance with their primary duties and functions.

b. Aggressiveness

The organizational culture at the Setu Sub-district Office encourages employees to work with discipline, responsibility, and strive for optimal results. Management also provides direction and motivation to encourage employees to continuously improve service quality.

c. Personality

Relations between employees are good. Harmonious communication, along with mutual respect and support, create a conducive work environment.

d. Performance

The implemented organizational culture can encourage employees to work more effectively and efficiently. This is evident in the execution of work according to clear task allocation procedures and good coordination in completing tasks.

e. Team orientation

Leaders have a role in building teamwork through meetings, coordination, division of tasks, and providing direction so that each employee can work together to achieve organizational goals.

3. Employee Loyalty at the Setu Subdistrict Office

a. Obey the rules

Based on interviews, most employees have complied with applicable regulations, such as timekeeping, following work procedures, and carrying out tasks according to regulations. However, there are still several aspects of discipline that need improvement.

b. Responsibility



Employees demonstrate good responsibility in completing work according to their respective duties. If obstacles arise, employees coordinate to ensure the work can still be completed successfully.

c. Desire to work together

The interview results showed that employees have the willingness to work together and help each other in completing work, especially when facing tasks that require coordination between employees.

d. A sense of belonging

Most informants expressed a sense of pride and ownership in the Setu sub-district office. This is demonstrated by their efforts to maintain the agency's good name and provide the best possible service to the community.

e. Relationship/bond

Good relationships between employees create a comfortable work environment. Good communication and a helpful attitude are among the factors that contribute to employee loyalty at the Setu sub-district office.

Conclusion

Based on the research results, it can be concluded that career development and organizational culture at the Setu sub-district office in South Tangerang have been running quite well and support employee loyalty. Career development has been supported by fairness based on rules and performance assessments, leadership concern, information delivery, employee interest, and satisfaction. However, equal opportunities for career development, especially for PPPK employees, still need to be improved. Organizational culture has also supported loyalty through understanding of duties and responsibilities, discipline, harmonious working relationships, work effectiveness, and teamwork. Employee loyalty is seen from compliance with regulations, responsibility, willingness to cooperate, a sense of belonging, and good working relationships. Practically, the results of this study indicate the need for leaders to improve equal opportunities for training and career development, clarify the delivery of information, and maintain a culture of communication, coordination, and cooperation to strengthen employee loyalty.

This study is limited by the number of informants, which consisted of only five people in one research location. Therefore, the findings reflect the conditions at the Setu sub-district office in South Tangerang and cannot be representative of the conditions in other government agencies. Furthermore, the study used a qualitative approach, so the results emphasize the experiences and perceptions of informants. It is recommended that future research involve more diverse informants and broader research locations, and can use a quantitative or mixed-methods approach to obtain a more comprehensive picture of the relationship between career development, organizational culture, and employee loyalty. For agencies, the research results can be used as evaluation material to improve the distribution of career development, strengthen organizational culture, and create a work environment that supports employee loyalty.

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