



THE EFFECT OF CAREER DEVELOPMENT, CULTURE VALUE AND EMOTIONAL INTELLIGENCE ON PERSONAL BRANDING WITH SELF-EFFICACY AS A VARIABLE MEDIATION IN STATE CIVIL APPARATUS (ASN) IN THE GOVERNMENT OF TEGAL CITY

PENGARUH PENGEMBANGAN KARIER, NILAI BUDAYA, DAN KECERDASAN EMOSIONAL TERHADAP PERSONAL BRANDING DENGAN EFIKASI DIRI SEBAGAI VARIABEL MEDIASI PADA APARATUR SIPIL NEGARA (ASN) DI PEMERINTAH KOTA TEGAL

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DOI: <https://doi.org/10.62567/micjo.v3i3.2880>

Abstract

This study aims to analyze the influence of Career Development, Culture Value, and Emotional Intelligence on Personal Branding with Self-Efficacy as a mediating variable in State Civil Apparatus (ASN) in Tegal City Government. The study used a quantitative approach with a survey method by distributing questionnaires to 360 ASN consisting of Civil Servants (PNS) and Government Employees with Work Agreements (PPPK). The sampling technique used proportionate stratified random sampling, while data analysis was carried out using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the help of SmartPLS 4. The results showed that Career Development, Culture Value, and Emotional Intelligence had a positive and significant effect on Self-Efficacy. In addition, these three variables also have a positive and significant effect on Personal Branding. Self-Efficacy was proven to have a positive and significant effect on Personal Branding and was able to significantly mediate the influence of Career Development, Culture Value, and Emotional Intelligence on Personal Branding. The coefficient of determination value shows that the model is able to explain 70.1% of the variation in Self-Efficacy and 76.8% of the variation in Personal Branding. The findings of this study indicate that strengthening the career development system, internalizing organizational cultural values, and increasing emotional intelligence can increase the self-confidence of ASN which ultimately strengthens Personal Branding in carrying out tasks and public services. This study provides an empirical contribution to the development of public sector human resource management,



particularly in efforts to improve the professionalism and image of the apparatus through strengthening internal organizational factors.

Keywords : Career Development, Culture Value, Emotional Intelligence, Self-Efficacy, Personal Branding, State Civil Service.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh Pengembangan Karier, Nilai Budaya, dan Kecerdasan Emosional terhadap Personal Branding dengan Efikasi Diri sebagai variabel mediasi pada Aparatur Sipil Negara (ASN) di Pemerintah Kota Tegal. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei melalui penyebaran kuesioner kepada 360 ASN yang terdiri dari Pegawai Negeri Sipil (PNS) dan Pegawai Pemerintah dengan Perjanjian Kerja (PPPK). Teknik pengambilan sampel yang digunakan adalah proportionate stratified random sampling, sedangkan analisis data dilakukan menggunakan Structural Equation Modeling–Partial Least Squares (SEM-PLS) dengan bantuan perangkat lunak SmartPLS 4. Hasil penelitian menunjukkan bahwa Pengembangan Karier, Nilai Budaya, dan Kecerdasan Emosional berpengaruh positif dan signifikan terhadap Efikasi Diri. Selain itu, ketiga variabel tersebut juga berpengaruh positif dan signifikan terhadap Personal Branding. Efikasi Diri terbukti berpengaruh positif dan signifikan terhadap Personal Branding serta mampu memediasi secara signifikan pengaruh Pengembangan Karier, Nilai Budaya, dan Kecerdasan Emosional terhadap Personal Branding. Nilai koefisien determinasi menunjukkan bahwa model ini mampu menjelaskan 70,1% variasi pada Efikasi Diri dan 76,8% variasi pada Personal Branding. Temuan penelitian ini mengindikasikan bahwa penguatan sistem pengembangan karier, internalisasi nilai-nilai budaya organisasi, dan peningkatan kecerdasan emosional dapat meningkatkan kepercayaan diri ASN, yang pada akhirnya memperkuat Personal Branding dalam pelaksanaan tugas dan pelayanan publik. Penelitian ini memberikan kontribusi empiris bagi pengembangan manajemen sumber daya manusia sektor publik, khususnya dalam upaya meningkatkan profesionalisme dan citra aparatur melalui penguatan faktor-faktor internal organisasi.

Kata Kunci : Pengembangan Karier, Nilai Budaya, Kecerdasan Emosional, Efikasi Diri, Pencitraan Diri, Aparatur Sipil Negara.

1. INTRODUCTION

Bureaucratic transformation in Indonesia demands that State Civil Apparatus (ASN) possess competence, professionalism, and the ability to adapt to changes in the strategic environment. Through the implementation of bureaucratic reform, the government strives to achieve effective, accountable, and service-oriented governance. In this context, ASN is required not only to possess technical skills but also to build a professional image (personal branding) that reflects integrity, competence, and quality of service to the public.

Personal branding is a crucial aspect of public sector human resource development because it reflects how individuals demonstrate their competence, credibility, and professionalism in carrying out their duties. Civil servants with strong personal branding tend to be more trusted by the public, able to build positive working relationships, and contribute to improving the quality of public services. Therefore, strengthening personal branding is not only an individual responsibility but also requires organizational support through various human resource development policies.

One factor thought to influence the formation of personal branding is career development. Planned career development provides employees with the opportunity to improve their competencies,



broaden their work experience, and prepare for higher career levels. Organizations that implement objective, merit-based career development systems encourage employees to improve their performance while building a positive professional image. Therefore, the better the organization implements career development, the greater the opportunity for employees to develop their personal branding.

In addition to career development, cultural values also play a role in shaping the professional behavior of civil servants. Organizational cultural values serve as guidelines for thinking, behaving, and acting, thus influencing the quality of service, cooperation, integrity, and employee commitment to the organization. The implementation of BerAKHLAK (Virtuous) values as core values for civil servants is expected to foster a work culture that is adaptive, collaborative, and oriented toward public service. A strong organizational culture will encourage consistent work behavior, thus supporting the formation of a positive personal brand.

Another equally important factor is emotional intelligence. The ability to recognize, understand, and manage emotions is a crucial asset for civil servants in dealing with work pressures, building interpersonal relationships, and providing services to the public. Civil servants with high levels of emotional intelligence tend to be better able to adapt to change, resolve conflicts constructively, and maintain performance in various work situations. These abilities indirectly strengthen employees' professional image within the organization and in the eyes of the public.

The relationship between career development, cultural values, emotional intelligence, and personal branding is thought to occur not only directly but also through self-efficacy. Self-efficacy is an individual's belief in their ability to complete tasks, face challenges, and achieve set goals. Employees with high levels of self-efficacy are more confident in developing competencies, demonstrating professionalism, and building a positive self-image. Therefore, self-efficacy is seen as a psychological mechanism that can explain how various organizational and individual factors influence the formation of personal branding.

Various previous studies have discussed the influence of career development, cultural values, emotional intelligence, and self-efficacy on various organizational behaviors. However, research comprehensively examining these three variables on personal branding with self-efficacy as a mediating variable, particularly in the local government sector, is still relatively limited. This situation indicates a research gap that requires further study, particularly in the context of human resource management in government agencies.

The Tegal City Government, as a regional government that continuously promotes improvements in the quality of public services, requires civil servants who are professional, adaptable, and have a positive image. Therefore, research into the factors influencing civil servant personal branding is crucial as a basis for formulating more effective human resource development policies.

Based on the above description, this study aims to analyze the influence of career development, cultural values, and emotional intelligence on personal branding, with self-efficacy as a mediating variable, among Civil Servants in the Tegal City Government. The results are expected to provide empirical contributions to the development of public sector human resource management science and serve as a consideration for local governments in formulating strategies to improve the quality and professionalism of Civil Servants.

2. RESEARCH METHOD

This research was conducted among civil servants (PNS) within the Tegal City Government. Data collection was conducted online through the distribution of electronic questionnaires to respondents who met the research criteria. The research location was selected to obtain an overview of the influence of career development, cultural values, and emotional intelligence on personal branding, with self-efficacy as a mediating variable among civil servants in the Tegal City Government.



The research period was carried out during the period January 2026–July 2026, which included the stages of proposal preparation, development of research instruments, data collection through questionnaire distribution, data processing and analysis using the SEM-PLS method, and preparation of research results reports.

3. RESULT AND DISCUSSION

1. Research Overview

The study population included all civil servants (ASN) working in the Regional Apparatus Organizations (OPD) of the Tegal City Government. The sampling technique used purposive sampling with the following criteria: respondents were civil servants and government employees (PPPK), actively working in the Tegal City Government OPD, and willing to participate in the study. The sample size was determined based on the guidelines of Hair et al. (2022), which is 5 to 10 times the number of indicators in the Structural Equation Modeling–Partial Least Squares (SEM-PLS) model. The research data were obtained by distributing questionnaires to respondents who met these criteria.

2. Distribution of Respondents by Gender

Table 1. Respondent characteristics based on gender

	<i>Gender</i>	<i>Frequency</i>	<i>Percent (%)</i>
Valid	Man	170	47.2
	Woman	190	52.8
	Total	360	100.0

Source: Primary data on gform, processed by the author (2026)

Based on Table 4.1, it is known that of the 360 respondents who participated in this study, 190 respondents (52.8%) were female, while 170 respondents (47.2%) were male. These results indicate that the majority of respondents in this study were female Civil Servants (ASN).

3. Respondent Characteristics Based on Age

The characteristics of respondents based on age can be seen in the following table:

Table 2. Respondent characteristics based on age

	<i>Age</i>	<i>Frequency</i>	<i>Percent (%)</i>
Valid	≤ 25 years	18	5.0
	26–35 years	90	25.0
	36–45 years	126	35.0
	46–55 years	90	25.0
	> 55 years	36	10.0
	Total	360	100.0

Source: Primary data processed by researchers (2026)

Based on Table 4.2, it is known that of the 360 respondents who participated in this study, 36 respondents (10.0%) were aged >55 years, 90 respondents (25.0%) were aged 46–55 years, 126 respondents (35.0%) were aged 36–45 years, 90 respondents (25.0%) were aged 26–35 years, and 18 respondents (5.0%) were aged ≤ 25 years. These results indicate that the majority of respondents are in the 36–45 year age range.

4. Respondent Characteristics Based on Position

The characteristics of respondents based on position can be seen in the following table:

Table 3. Respondent characteristics based on position

<i>Position</i>	<i>Frequency</i>	<i>Percent (%)</i>
Valid Implementer/Staff	162	45.0
Functional	108	30.0
Supervisor	36	10.0
Administrator	29	8.1
High Leadership	7	1.9



Other	18	5.0
Total	360	100.0

Source: Primary data on gform, processed by the author (2026)

Based on Table 4.3, it is known that of the total 360 respondents who participated in this study, the position most often held by respondents was Executive/Staff, namely 162 people (45.0%). Next, Functional Positions numbered 108 people (30.0%), followed by Supervisory Positions with 36 people (10.0%), Administrator Positions with 29 people (8.1%), Others with 18 people (5.0%), and High Leadership Positions with 7 people (1.9%).

5. Respondent Characteristics Based on Length of Service

The characteristics of respondents based on length of service can be seen in the following table:

Table 4 Respondent characteristics based on length of service

	<i>Working Period</i>	<i>Frequency</i>	<i>Percent (%)</i>
Valid	< 5 years	65	18.1
	5 - 10 years	90	25.0
	11 - 20 years	133	36.9
	> 20 years	72	20.0
	Total	360	100.0

Source: Primary data on gform, processed by the author (2026)

Based on Table 4.4, it is known that of the total 360 respondents who participated in this study, as many as 72 respondents (20.0%) have a work period of > 20 years, 133 respondents (36.9%) have a work period of 11 - 20 years, while 90 respondents (25.0%) have a work period of 5 - 10 years, and 65 respondents (18.1) have a work period of < 5 years. These results indicate that the majority of respondents were in the 11 - 20 years work period group as many as 133 (36.9) with the largest percentage.

6. Respondent Characteristics Based on Workplace

The characteristics of respondents based on their place of work can be seen in the following table:

Table 5 Respondent characteristics based on workplace

	<i>Work Unit</i>	<i>Frequency</i>	<i>Percent (%)t</i>
Valid	education authorities	46	12.8
	Public Health Office	42	11.7
	Regional Secretariat	38	10.6
	BKPSDM	34	9.4
	Regional Financial and Asset Management Agency (BPKAD)	32	8.9
	Public Works and Public Housing Agency	31	8.6
	Communication and Information Services	30	8.3
	Regional Development Planning Agency	28	7.8
	Total	360	100.0

Source: Primary data on gform, processed by the author (2026)

Based on Table 4.5, it is known that of the total 360 respondents who participated in this study, the majority came from the Education Office, namely 46 respondents (12.8%). Furthermore, 42 respondents (11.7%) came from the Health Office, 38 respondents (10.6%) came from the Regional Secretariat, 34 respondents (9.4%) came from the BKPSDM, 32 respondents (8.9%) came from the BPKAD, 31 respondents (8.6%) came from the PUPR Office, 30 respondents (8.3%) came from the Communication and Information Office, and 28 respondents (7.8%) came from Bappeda.



7. Respondent Characteristics Based on Group/Space

The characteristics of respondents based on their place of work can be seen in the following table:

Table 6. Respondent characteristics based on last education

<i>Highest Level of Education</i>	<i>Frequency</i>	<i>Percent (%)</i>
Valid		
High		
School/Vocational	29	8.1
School		
Diploma (D3/D4)	36	10.0
Bachelor's degree	198	55.0
Masters (S2)	86	23.9
Doctorate (S3)	11	3.0
Total	360	100.0

Source: Primary data on gform, processed by the author (2026)

Based on Table 4.6, it is known that of the total 360 respondents who participated in this study, the majority had a Bachelor's degree (S1), namely 198 respondents (55.0%). Furthermore, 86 respondents (23.9%) had a Master's degree (S2), 36 respondents (10.0%) had a Diploma (D3/D4), 29 respondents (8.1%) had a High School/Vocational High School education, and 11 respondents (3.0%) had a Doctoral degree (S3).

8. Respondent Characteristics Based on Group/Space

The characteristics of respondents based on their place of work can be seen in the following table.

Table 7. Respondent characteristics based on group or space

	<i>Rank/Grade</i>	<i>Frequency</i>	<i>Percent (%)</i>
Valid	I	14	3.9
d	II	43	11.9
	III	173	48.1
	IV	58	16.1
	Not Applicable (PPPK)	72	20.0
	Total	360	100.0

Source: Primary data on gform, processed by the author (2026)

Based on Table 4.5, it is known that of the total 360 respondents who participated in this study, the majority were in Group III, namely 173 respondents (48.1%). Furthermore, 72 respondents (20.0%) were employees with Invalid Status (PPPK), 58 respondents (16.1%) were in Group IV, 43 respondents (11.9%) were in Group II, and 14 respondents (3.9%) were in Group I.

9. Respondent Characteristics Based on Employment Status

The characteristics of respondents based on their place of work can be seen in the following table:

Table 8. Respondent characteristics based on employment

	<i>Personnel</i>	<i>Frequency</i>	<i>Percent (%)</i>
Valid	Civil Servants (PNS)	288	80.0
	PPPK	72	20.0
	Total	360	100.0

Source: Primary data on gform, processed by the author (2026)

Based on Table 4.5, it is known that of the 360 respondents who participated in this study, the majority were Civil Servants (PNS), namely 288 respondents (80.0%). Meanwhile, 72 respondents (20.0%) were Government Employees with Work Agreements (PPPK).



DISCUSSION

1. Distribution of Respondents by Gender

Based on Table 4.1, it is known that of the 360 respondents who participated in this study, 190 respondents (52.8%) were female, while 170 respondents (47.2%) were male. These results indicate that the majority of respondents in this study were female Civil Servants (ASN).

The composition of the respondents shows that female civil servants have a larger proportion than male civil servants in the research sample. This condition reflects the characteristics of respondents who were successfully reached through the questionnaire distribution process at various Regional Apparatus Organizations (OPD) within the Tegal City Government. Although there are differences in proportions based on gender, all respondents have met the established research criteria, so the data obtained is still considered representative in describing civil servants' perceptions of Career Development, Cultural Value, Emotional Intelligence, Self-Efficacy, and Personal Branding.

2. Respondent Characteristics Based on Age

Based on Table 4.2, it is known that of the 360 respondents who participated in this study, 36 respondents (10.0%) were aged >55 years, 90 respondents (25.0%) were aged 46-55 years, 126 respondents (35.0%) were aged 36-45 years, 90 respondents (25.0%) were aged 26-35 years, and 18 respondents (5.0%) were aged ≤ 25 years. These results indicate that the majority of respondents are in the 36-45 year age range.

This age distribution indicates that the majority of respondents are of productive age, thus possessing sufficient experience and understanding in carrying out their duties as civil servants. This experience allows respondents to provide a more objective assessment of career development, cultural values, emotional intelligence, self-efficacy, and personal branding within the Tegal City Government.

Thus, the characteristics of respondents based on age are dominated by the 36-45 year age group at 35.0%, followed by the 46-55 year age group at 25.0%, and the 26-35 year age group at 25.0%.

3. Respondent Characteristics Based on Position

Based on Table 4.3, it is known that of the total 360 respondents who participated in this study, the position most often held by respondents was Executive/Staff, namely 162 people (45.0%). Next, Functional Positions numbered 108 people (30.0%), followed by Supervisory Positions with 36 people (10.0%), Administrator Positions with 29 people (8.1%), Others with 18 people (5.0%), and High Leadership Positions with 7 people (1.9%).

The results indicate that the majority of respondents held Executive/Staff positions. This situation illustrates that most respondents are employees directly involved in carrying out government duties, public services, and implementing various policies within the Regional Apparatus Organizations (OPD) of the Tegal City Government. This experience provides an adequate basis for respondents to assess Career Development, Cultural Values, Emotional Intelligence, Self-Efficacy, and Personal Branding based on their daily work conditions.

Thus, the characteristics of respondents based on their positions indicate that the research sample encompasses various levels of positions within the Regional Apparatus Organizations (OPD) of the Tegal City Government, from Executive/Staff to Senior Leadership Positions. This diversity of positions is expected to provide a more comprehensive picture of Civil Servants' perceptions of the variables studied, thus enabling the research results to more comprehensively represent the condition of the organization.

4. Respondent Characteristics Based on Length of Service

Based on Table 4.4, it is known that of the total 360 respondents who participated in this study, as many as 72 respondents (20.0%) have a work period of > 20 years, 133 respondents (36.9%) have a work period of 11 - 20 years, while 90 respondents (25.0%) have a work period of 5 -10 years, and 65 respondents (18.1) have a work period of < 5 years. These results indicate that the majority of respondents were in the 11 - 20 years work period group as many as 133 (36.9) with the largest percentage.



The relatively balanced distribution of tenure indicates that this study involved respondents with diverse work experience. These differences in experience provide varying perspectives in assessing *Career Development, Cultural Values, Emotional Intelligence, Self-Efficacy, and Personality Branding* based on each person's work experience within the Tegal City Government.

Thus, the characteristics of respondents based on work period were dominated by the 11–20 years group at 36.9%, followed by the 5–10 years group at 25.0%, the more than 20 years group at 20.0%, and the less than 5 years group at 18.1%. This composition shows that the research sample has included Civil Servants with varying work experience, so it is expected to be able to provide a representative picture of respondents' perceptions of the variables of Career Development, Culture Value, Emotional Intelligence, Self-Efficacy, and Personal Branding in the Tegal City Government environment.

5. Respondent Characteristics Based on Workplace

Based on Table 4.5, it is known that of the total 360 respondents who participated in this study, the majority came from the Education Office, namely 46 respondents (12.8%). Furthermore, 42 respondents (11.7%) came from the Health Office, 38 respondents (10.6%) came from the Regional Secretariat, 34 respondents (9.4%) came from the BKPSDM, 32 respondents (8.9%) came from the BPKAD, 31 respondents (8.6%) came from the PUPR Office, 30 respondents (8.3%) came from the Communication and Information Office, and 28 respondents (7.8%) came from Bappeda.

These results indicate that the study respondents came from various Regional Apparatus Organizations (OPD), thus reflecting the diversity of work units within the Tegal City Government. The distribution of respondents from agencies with functions in government, public services, development planning, financial management, human resource development, infrastructure, and communications and informatics enabled the study to obtain perceptions from employees with diverse duties, responsibilities, and job characteristics. This condition is expected to provide a more comprehensive picture of the organizational conditions and the factors that influence the research variables.

Thus, the characteristics of respondents based on workplace indicate that the research sample encompasses various Regional Apparatus Organizations (OPD) within the Tegal City Government. This distribution of respondents is expected to represent Civil Servants' perceptions of Career Development, Cultural Value, Emotional Intelligence, Self-Efficacy, and Personal Branding, thus enhancing the research results' representativeness of the research object.

6. Respondent Characteristics Based on Last Education

Based on Table 4.6, it is known that of the total 360 respondents who participated in this study, the majority had a Bachelor's degree (S1), namely 198 respondents (55.0%). Furthermore, 86 respondents (23.9%) had a Master's degree (S2), 36 respondents (10.0%) had a Diploma (D3/D4), 29 respondents (8.1%) had a High School/Vocational High School education, and 11 respondents (3.0%) had a Doctoral degree (S3).

These results indicate that the majority of respondents have a Bachelor's degree (S1). This condition illustrates that most employees have higher educational qualifications that support the implementation of government duties, public services, and the development of civil servant competencies. Furthermore, the presence of respondents with high school/vocational high school, diploma, master's, and doctoral degrees indicates that this study involved employees with diverse educational backgrounds. This allows diversity for a broader perspective on Career Development, Cultural Values, Emotional Intelligence, Self-Efficacy, and Personal Branding according to the educational level of each respondent.

Thus, the characteristics of respondents based on education level indicates that the research sample encompasses various levels of education, from high school/vocational school to doctoral (S3). This distribution of education levels is expected to represent the condition of human resources within the Tegal City Government and provide a more comprehensive picture of Civil Servants' perceptions of the variables studied.



7. Respondent Characteristics Based on Group/Space

Based on Table 4.5, it is known that of the total 360 respondents who participated in this study, the majority were in Group III, namely 173 respondents (48.1%). Furthermore, 72 respondents (20.0%) were employees with Invalid Status (PPPK), 58 respondents (16.1%) were in Group IV, 43 respondents (11.9%) were in Group II, and 14 respondents (3.9%) were in Group I.

These results indicate that the majority of respondents are employees in Group III, which generally dominates the personnel structure within the Tegal City Government because they are at the executive and functional levels. Furthermore, the presence of respondents from Groups I, II, IV, and Government Employees with Work Agreements (PPPK) indicates that this study involved employees with diverse ranks and employment statuses. This diversity allows the study to obtain perceptions from employees with different work experiences, responsibilities, and career levels, thus providing a more comprehensive picture of the organization's conditions.

Thus, the characteristics of respondents based on their groups indicate that the research sample encompasses various ranks and employee statuses within the Tegal City Government. This distribution of respondents is expected to represent employee perceptions of Career Development, Cultural Values, Emotional Intelligence, Self-Efficacy, and Personal Branding, thus providing a better level of representativeness for the research object.

8. Respondent Characteristics Based on Employment Status

Based on Table 4.5, it is known that of the 360 respondents who participated in this study, the majority were Civil Servants (PNS), namely 288 respondents (80.0%). Meanwhile, 72 respondents (20.0%) were Government Employees with Work Agreements (PPPK).

These results indicate that the majority of respondents in this study were Civil Servants (PNS). This condition reflects that most respondents have permanent employment status, which generally has work experience, a career path, and more structured competency development opportunities within the Tegal City Government. On the other hand, the involvement of respondents with Government Employee with Work Agreement (PPPK) status indicates that this study also accommodates the perceptions of employees with different employment statuses. This diversity of employment statuses is expected to provide a more comprehensive picture of *Career Development, Culture Values, Emotional Intelligence, and Self-Efficacy*, and *Personal Branding* in government environments.

Thus, the characteristics of respondents based on employment status indicate that the research sample covers two main categories of civil servants within the Tegal City Government: Civil Servants (PNS) and Government Employees with Work Agreements (PPPK). This distribution of respondents is expected to be able to represent the perceptions of state civil servants regarding the variables studied, so that the research results have a better level of representativeness of the organizational conditions.

4. CONCLUSION

This study aims to analyze the influence of *Career Development, Culture Value*, and *Emotional Intelligence* on *Personal Branding* with *Self-Efficacy* as a mediating variable in State Civil Apparatus (ASN) in Tegal City Government. The results of the analysis using *Structural Equation Modeling-Partial Least Squares* (SEM-PLS) show that *Career Development, Culture Value*, and *Emotional Intelligence* have a positive and significant effect on *Self-Efficacy*. In addition, these three variables are also proven to have a positive and significant effect on *Personal Branding*. *Self-Efficacy* has a positive and significant effect on *Personal Branding* and is able to significantly mediate the influence of *Career Development, Culture Value*, and *Emotional Intelligence* on *Personal Branding*. The results of the study also showed that the model has good explanatory power, with a coefficient of determination (R^2) of 0.701 for the *Self-Efficacy* variable and 0.768 for the *Personal Branding* variable. These findings indicate that improving the career development system, strengthening organizational culture, and developing emotional intelligence are important factors in increasing ASN self-confidence, which in turn can strengthen *Personal Branding*.



Practically, this study provides implications that the Tegal City Government needs to strengthen human resource development policies through the implementation of a merit-based career development system, consistent internalization of organizational cultural values, and the implementation of emotional intelligence development programs for ASN. These efforts are expected to be able to increase *Self-Efficacy* and form *Personal Branding* of ASN who are professional, competent, have integrity, and are oriented towards public service. This study also provides empirical contributions to the development of Human Resource Management science, especially in the public sector, by strengthening the role of *Self-Efficacy* as a mediating variable in the relationship between *Career Development*, *Culture Value*, *Emotional Intelligence*, and *Personal Branding*.

This study aims to analyze the influence of *Career Development*, *Culture Value*, and *Emotional Intelligence* on *Personal Branding* with *Self-Efficacy* as a mediating variable in State Civil Apparatus (ASN) in Tegal City Government. The results of the analysis using *Structural Equation Modeling–Partial Least Squares* (SEM-PLS) show that *Career Development*, *Culture Value*, and *Emotional Intelligence* have a positive and significant effect on *Self-Efficacy*. In addition, these three variables are also proven to have a positive and significant effect on *Personal Branding*. *Self-Efficacy* has a positive and significant effect on *Personal Branding* and is able to significantly mediate the influence of *Career Development*, *Culture Value*, and *Emotional Intelligence* on *Personal Branding*. The results of the study also showed that the model has good explanatory power, with a coefficient of determination (R^2) of 0.701 for the *Self-Efficacy* variable and 0.768 for the *Personal Branding* variable. These findings indicate that improving the career development system, strengthening organizational culture, and developing emotional intelligence are important factors in increasing ASN self-confidence, which in turn can strengthen *Personal Branding*. Practically, this study provides implications that the Tegal City Government needs to strengthen human resource development policies through the implementation of a merit-based career development system, consistent internalization of organizational cultural values, and the implementation of emotional intelligence development programs for ASN. These efforts are expected to be able to increase *Self-Efficacy* and form *Personal Branding* of ASN who are professional, competent, have integrity, and are oriented towards public service. This study also provides empirical contributions to the development of Human Resource Management science, especially in the public sector, by strengthening the role of *Self-Efficacy* as a mediating variable in the relationship between *Career Development*, *Culture Value*, *Emotional Intelligence*, and *Personal Branding*.

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