

The Influence of Career Development and Organizational Climate on Civil Servant Organizational Commitment at the Regional Financial and Asset Management Agency (BPKAD) of Sintang Regency

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Abstract

The present study investigates how career development and organizational climate impact Civil Servants' commitment at BPKAD Regency Sintang. The research design uses associative methods with quantitative measurements. The research team gathered data from the Sub-Section Apparatus Head through direct interviews and distributed questionnaires to all employees reaching data saturation at 43 staff members. Secondary data was also used for employee-related information as well as work absence and transfer and work achievement records. This study uses variable X1 of development career and X2 of climate organization in addition to variable Y of commitment organizational which measures variables through Likert Scale. The research data demonstrates that most survey participants fall into the male gender category with an age range between 30-39 years old. They also attended last high school graduate and maintained 1-5 years of employment experience and marriage status. The results of multiple linear regression indicate that development career variables contribute more strongly to organizational commitment compared to variables related to climate organization. The analysis reveals a strong relationship with coefficient correlation of 0.667 while the coefficient determination (R^2) of 44.50% indicates free variables influence organizational commitment and 55.50% came from other factors. The F test for simultaneous testing confirms that organizational factors as a whole exert substantial influence on organizational commitment yet the development career specifically demonstrates stronger effects than work climate elements do.

Keywords: Development Career, Organizational Climate, Commitment Organizational, Civil Servants, Linear Regression

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Introduction

According to organizational standards Human Resources (HR) stands as an essential organizational value because employee performance determines business achievement while workers demonstrate high-level organizational dedication therefore proper HR management leads organizations toward vision and mission accomplishment. The organization requires continuous beneficial adjustments to maintain growth. The definition of human resource management by Sinambela (2016) states that this field handles multiple organizational challenges regarding employees together with laborers and managers along with various workers to advance organizational activities toward predetermined goals.

In the context of career development Masram & Mu'ah (2017) state that it involves improving individual workplace competencies to fill available career positions within an organization. The authors Hoy & Miskel (2006) explain to Idrus (2022) that organizational climate consists of internal elements which distinguish organizations that affect employee attitudes. Yusuf & Syarif (2017) explain that organizational commitment acts as an employee loyalty attitude which drives personnel to stay in the organization while assisting in goal fulfillment without seeking alternative employment elsewhere.

Employees use absenteeism along with job transfer as methods to leave work situations they find unsatisfactory as explained by Priansa (2018). Indrasari (2017) describes the presence of employees below standard as one example of poor employee interactions regarding work output. Sopiah (2008) as cited in Priansa (2018, p. 236) finds that employees with low commitment levels affect turnover numbers as well as increase absenteeism rates along with work delay duration and reduce employee retention at the organization while decreasing work quality and eliminating organizational loyalty.

Through the Government Regulation of the Republic of Indonesia Number 53 of 2010 concerning Civil Servant Discipline the previous norms in Government Regulation Number 30 of 1980 concerning Civil Servant Discipline Regulations were removed. According to Government Regulation Number 53 of 2010 both Obligations and Prohibitions and Disciplinary Punishments plus Officials authorized to punish and Imposition of disciplinary punishments along with the validity of disciplinary legal decisions are established within its provisions. The regulation presents detailed information about which punishments are available for disciplinary violation offenses.

Public Sector Civil Servants who fulfill specific requirements will receive Promotion of Civil Servants (PNS) recognition as an acknowledgment of their job performance alongside their State loyalty. Employee advancement serves as both encouragement and career development key to PNS workers who need to advance their job achievements and commitment. Gunorso (2003) as cited by Busro (2023) described career development as "a development of the career journey of employees individually in terms of position or rank that can be achieved during the period of work in an organization".

Literature Review

The development career process occurs continuously as individuals put in personal effort to achieve organization-specific career planning objectives (Busro, 2023). Rivai and Sagala (2009) as reported by Priansa (2018) describe development career as the growth process of individual work abilities needed to get to their desired career destination.

Three fundamental aspects represent the categories of development career. A clear career path contains defined promotion opportunities to become either a head leader or a deputy leader while also allowing personnel to fill positions according to the organization's structure. Development of personal goals includes the ability to conduct training and pursue advanced education and participate in a wide range of seminars and workshops as well as the chance to obtain specific certifications. The quality performance enhancement consists of three components such as employee and employee discipline, self-improvement effort together with loyalty and enhancement motivation.

The analysis by Davis Keith & Newstrom in Kore, et al (2022) describes climate organization as an organizational personality trait that distinguishes it from other organizations in the way its members perceive the organization. A climate organization with seven key dimensions

represents its main characteristics according to Litwin and Stringer in Kore, et al (2022), which include insufficient responsibility alongside flexibility and standards in addition to commitment team elements and clarity and appreciation dimensions together with leadership style.

Employees require freedom to complete work without approval from their managers and must demonstrate the courage needed to face work risks according to the not quite enough answer dimensions. The dimension flexibility provides employees with freedom to create innovative and creative solutions for their tasks. The quality standards represent requirements for work dimensions which produce satisfactory outcomes. The team commitment dimension specifies employee performance at its peak through their individual organizational dedication. Dimension clarity covers understanding employee purpose, responsibility, and organizational values. The awards system reveals the organization's policy for employee value that depends on performance outcomes. Organizational leadership style dimensions recognize the requirement of suitable leadership for specific conditions to generate maximum output.

Luthans (2005) as reported in Edison, et al (2017, p. 221) describes organizational commitment as a loyalty attitude demonstrating employee dedication toward their organization through a continuous process where participants display concern about organizational success and well-being. According to Edison, et al (2017) pp. 221-222 motivational components of organizational commitment consist of logical factors, environmental factors, expectations factors and emotional bond factors. Employees stay committed to organizational tenure because of logic factors that involve their strategic positioning and sufficient salary and their reluctance to switch to better available employment opportunities.

The working environment of the organization plays a vital role by making employees feel comfortable through its pleasant surroundings as well as innovation opportunities and objective-based engagement. A transparent operational structure enables staff members to gain career success and reach higher organizational ranks through expectation factors. The bonding emotional factors between employees and the organization emerge when employees identify strongly with the organization through a familial atmosphere or service connections between the organization and employees' personal lives or familial links. Among the previously conducted studies referenced in this paper is research by Sari & Khasanah titled "The Influence of Career Development and Organizational Climate to Organizational Commitment as Intervening Variables of Study on Employees Wijayakusuma Hospital Contract Kebumen".

Results from research explain that both career development practices and organizational climate factors support organizational commitment among workers. The research carried out by Darmawan (2017) in "The Influence of Organizational Climate and Career Development on Commitment Organization Faculty "Preaching and Communication of the Riau Suska Law" reveals development career has no positive or significant impact on broadcast media but organizational commitment holds both positive and significant influence on broadcast media. The influence of both climate organization on commitment organization variables and development career on commitment organization variables is not significant according to broadcast media analysis.

Methods

The research makes use of an associative method employing a quantitative approach to evaluate how career development and organizational climate affect the organizational commitment of Civil Servants working at BPKAD Regency Sintang. The study based its data collection on

interviews with the Head of Sub-Section Apparatus as well as questionnaires administered to 43 respondents through saturated sampling. The study utilizes secondary data about employee numbers and absence rates as well as personnel movements and work achievements and job promotion levels. This investigation features Career Development (X1) and Organizational Climate (X2) as its two free variables together with Organizational Commitment (Y) as the dependent factor. Likert Scales were used during the research to measure attitudes and opinions and perceptions which social research respondents expressed about the phenomena.

Data Analysis

The research uses instrument testing together with classic assumption testing along with multiple linear regression analysis and correlation coefficient (R) and coefficient determination analysis and the simultaneous test (F test) and partial influence test (t-test). The instrument testing uses a reliability test based on Cronbach's Alpha method and a validity test that performs Product Moment correlation. The Assumption test classic involves normality testing through Kolmogorov-Smirnov and linearity testing by Test for Linearity and finally Tolerance and VIF values for multicollinearity assessment. An analysis of multiple linear regression determined how independent variables affect the dependent variable through the model $Y = \alpha + b_1X_1 + b_2X_2$. A Pearson Product Moment technique enables the measurement of variable correlation through Analysis coefficient correlation (R). The calculation of coefficient determination (KD) provides information about which part of the variable free corresponds to the variable bound. The F test examines total independent variable effects toward the dependent variable through F count-F table comparison. The researchers conducted the t-test as their assessment for partial influence. The evaluation of independent variable influence on the dependent variable happens through t count and table value analysis. The research utilized the SPSS 25 Windows software to perform tests at a significance level of 5% or 0.05.

Results and Discussion

Instrument Test

The validity tests establish that every question in Career Development (X1), Organizational Climate (X2) and Commitment Organizational (Y) meets the criterion for validity because Pearson r values exceed the critical values (0.2542). The questions in Variable Career Development (X1) total 10 while r value count spans from 0.440 to 0.683 and Organizational Climate variable (X2) contains 20 questions with r value count ranging from 0.535 to 0.929. The variables Commitment Organizational (Y) consist of 10 questions that show r value counts between 0.478 to 0.777. The reliability test results demonstrate that each variable possesses Cronbach's Alpha above 0.60 since Career Development (X1) is 0.719 and Organizational Climate (X2) is 0.970 and Commitment Organizational (Y) is 0.806 thus indicating questionnaire reliability.

Assumption Test Classic

Normality Test

The results of the normality test can be seen in Table 1 as follows:

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual

N		43
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.23538684
Most Extreme Differences	Absolute	.085
	Positive	.076
	Negative	-.085
Test Statistics		.085
Asymp . Sig. (2-tailed)		.200 ^{c,d}

Source: Processed Data Research, 2025

The test distribution follows the Normal pattern while the values originate from the collected sample data with Lilliefors Significance Correction supplying a more conservative version of the actual significance level. According to Table 1 the results of the Normality test demonstrate that Asymp. Sig. (2-tailed) value of 0.200 > 0.050. The research data shows normal distribution according to these analysis results.

Linearity Test

The results of the linearity test indicate that Career Development (X1) shares a significant linear correlation with Organizational Commitment (Y) through a Deviation from Linearity value of 0.753 which exceeds the 0.05 threshold. Deviation from Linearity analysis on Organizational Climate variables (X2) and Organizational Commitment (Y) shows a significant linear correlation with 0.122 significance value (> 0.05). The linear relationships discovered between variables X1 and X2 with Y show that the research model will be suitable for further analysis.

Multicollinearity Test

The results of the multicollinearity test can be seen in table 4.13 as follows:

Table 2. Multicollinearity Test Results

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7.144	.487		14,677	.000		
	X1	-.662	.145	-.707	-4,553	.000	.576	1,736
	X2	.040	.098	.064	.411	.683	.576	1,736

Dependent Variable: Y

Source: Research Processed Data, 2025

The analysis of Table 2 indicates that Organizational Commitment variable (Y) does not demonstrate multicollinearity symptoms when examined with Career Development variable (X1) and Organizational Climate variable (X2) since the Tolerance value = 0.576 exceeds 0.10 and the VIF value = 1.736 remains below 10.00.

Multiple Linear Regression Analysis

The results of the Multiple Linear Regression Analysis can be seen in Table 3 as follows:

Table 3. Results of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.144	.487		14,677	.000
	X1	-.662	.145	-.707	-4,553	.000
	X2	.040	.098	.064	.411	.683

Dependent Variable: Y

Source: Research Processed Data, 2025

The constant value of 7.144 shows that Organizational Commitment (Y) equals 7.144 when Career Development (X1) and Organizational Climate (X2) register 0. The coefficient of multiple linear regression for Career Development (X1) amounts to 0.662 meaning that enhanced values in Career Development (X1) result in proportional Organizational Commitment (Y) increases of 0.662 units. According to the coefficient multiple linear regression analysis of Organizational Climate (X2) the data suggests that one unit change in X2 yields 0.040 units increase in Organizational Commitment (Y). The second independent variable independently generates positive effects on Organizational Commitment (Y).

Multiple Correlation Coefficient Analysis (R)

The results of the processed Multiple Correlation Coefficient Analysis (R) data can be seen in Table 4.15 as follows:

Table 4. Results of Multiple Correlation Coefficient Analysis (R)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.667 ^a	.445	.417	.24120

Predictors: (Constant), X2, X1, Dependent Variable: Y

Source: Research Processed Data, 2025

The data analysis in table 4 revealed a 0.667 correlation between Career Development (X1) and Organizational Climate (X2) toward Organizational Commitment (Y). This shows a strong relationship according to 0.60-0.80 correlation values. The strength between Career Development (X1) and Organizational Climate (X2) factors toward Organizational Commitment (Y) of Civil Servants at the Regional Financial and Asset Management Agency (BPKAD) of Sintang Regency reaches strong levels.

Determination Coefficient Analysis

The information in table 4 indicates that the variable R Square holds a value of 0.445 or 44.50%. Associated variables between Career Development and Organizational Climate and Organizational Commitment of Civil Servants at BPKAD Sintang Regency have been detected with a combined 44.50% influence while additional unobserved variables account for 55.50% of the outcome.

Simultaneous Test (F Test)

To find out the results of the Simultaneous Test (F Test) in this study, see Table 5 below:

Table 5. Simultaneous Test Results (F Test)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1,865	2	.932	16,025	.000 ^b
	Residual	2,327	40	.058		
	Total	4.192	42			

Dependent Variable: Y, Predictors: (Constant), X2, X1

Source: Research Processed Data, 2025

Based on Table 5, the calculated F value is 16.025 > F Table 3.33, so it can be concluded that Ho is rejected and Ha is accepted, which means that there is a simultaneous influence of Career Development (X1) and Organizational Climate (X2) on Organizational Commitment (Y).

Partial Test (T Test)

The results of the processed Partial Test data (T-Test) can be seen in Table 6 as follows:

Table 6. Partial Test Results (T Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.144	.487		14,677	.000
	X1	-.662	.145	-.707	-4,553	.000
	X2	.040	.098	.064	.411	.683

Dependent Variable: Y

Source: Research Processed Data, 2025

Table 4.17 provides evidence for the relationship between variables and Civil Servants' Commitment Organizational measurements at the Management Agency District Finance and Regional Assets Sintang. The statistical test result for Career Development (X1) confirms it has a partial significant impact on Commitment Organizational (Y) because -4.553 exceeds the t table 1.683 threshold. The calculated value of 0.411 for X2 Organizational Climate is under the value of 1.683 in the t table and thus rejects Ho while accepting Ha and demonstrates that X2 Organizational Climate has a significant partial influence on Commitment Organizational (Y). The second variable demonstrates its own ability to increase worker commitment at the agency.

Conclusion

The investigation results indicate that the majority of respondents belong to male gender with ages between 30 and 39, finished high school and possess 1-5 years work experience and have already tied the knot. The multiple linear regression demonstrates that Organizational Commitment (Y) would grow by 0.662 units when Career Development (X1) boosts by one

unit while Organizational Climate (X2) growth by 1 unit leads to a 0.040-unit Organizational Commitment (Y) increase. The relationship strength between Career Development (X1) and Organizational Climate (X2) toward Organizational Commitment (Y) proves strong based on the correlation coefficient value of 0.667 that falls within the 0.60-0.80 range. The data reveals that Career Development (X1) along with Organizational Climate (X2) jointly affect Organizational Commitment (Y) to a degree of 44.50% based on the coefficient determination rating (R^2). The remaining 55.50% stems from variables which were not part of this study. The results from the F test that calculated F value 16.025 exceed the F table threshold 3.33 which indicates Career Development (X1) and Organizational Climate (X2) significantly impact Organizational Commitment (Y). The partial test (T-Test) gave results showing Career Development (X1) produced a t value (-4.553) below the t table 1.683 and Organizational Climate (X2) returned a t value (0.411) less than t table 1.683 thus demonstrating that the second factor independently affects Organizational Commitment (Y) Civil Servants in the Management Agency District Finance and Regional Assets Sintang.

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