The Influence Of Organizational Culture And Career Development On Civil Servants' Motivation In The Police Unit Civil Servants Of West Kalimantan Province

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How to Cite :

Riska, R., Arninda, A. (2025). The Influence Of Organizational Culture And Career Development On Civil Servants' Motivation In The Police Unit Civil Servants Of West Kalimantan Province. EKOMBIS REVIEW: Scientific Journal of Economics and Business, 13(2). doi: https://doi.org/10.37676/ekombis.v13i2

ABSTRACT

This study aims to determine the influence of Organizational Culture and Career Development on Employee Motivation at the Civil Service Police Unit of West Kalimantan Province. This study uses a quantitative strategy with an associative research design as methodology. In 2024, as many as 106 people permanent employees of the West Kalimantan Provincial Civil Service Police Unit were interviewed and data collection was carried out using a questionnaire method with a saturated sample approach. The criteria studied were X1, namely Organizational Culture, X2, and Y, namely Employee Motivation. Data analysis used was validity and reliability tests, classical assumption tests such as linearity and normality, correlation and determination coefficients, F tests for simultaneous and partial effects, and multiple linear regression. Simultaneous analysis (F test) showed that Motivation (Y) was positively and significantly influenced by Organizational Culture (X1) and Career Development (X2). A favorable and statistically significant relationship between Organizational Culture (X1) and Career Development (X2) and Motivation (Y) was found in the partial test (T test).

INTRODUCTION

Human Resources or HR includes the management of several issues related to employees, laborers, managers, and other personnel to facilitate the organization's operations and achieve the goals set. Sinambela (2016, p. 8) states that "Management up the design of planning systems, employee preparation, employee development, career management, performance evaluation, employee compensation, and human resource hubs encompass effective work." HR rules include all managerial choices and activities that directly affect these HR. Organizational Culture in Satpol PP or the abbreviation of Satuan Polisi Pamong Praja is greatly influenced by the values and norms held by its members. As a Perda enforcement agency, Satpol PP has the task of maintaining order and security and public order. This culture is reflected in the work discipline,

openness, and professionalism of its members. With routine training and education, Satpol PP members are expected to be able to carry out their duties with integration and responsibility, creating a conducive environment for the community.

A phenomenon that often occurs in Satpol PP is the challenge in carrying out the function of law enforcement and interaction with the community.Sometimes, members face resistance from residents who do not fully understand their goals and duties. Therefore, a good communication approach and socialization strategy are important to build public trust. With transparency and constructive dialogue, Satpol PP can improve its image in the eyes of the community.In addition, internal phenomena such as dynamics between members and motivation levels also play a role in organizational culture. Member performance is often influenced by factors such as leadership, support from superiors, and better work environment facilities, encouraging innovation, and improving the performance of Satpol PP in carrying out its duties. Career development in Satpol PP is a very important aspect to improve the performance and professionalism of its members. With a structured National Defense training program, Satpol PP members can develop competencies in the fields of regional enforcement, security management, and public services. In addition, proper placement according to individual abilities is also key to encouraging work motivation and productivity.

Through good career development, it is hoped that Satpol PP can carry out its duties more effectively and responsively to the needs of the community. The phenomenon in Satpol PP often reflects the social dynamics and challenges faced in society. Their duties related to enforcing regulations often face resistance from the community, especially in terms of order that is considered disturbing. In addition, there are demands to be humanistic and proactive in social approaches is becoming increasingly important. Therefore, Satpol PP needs to adapt to the development of the times and utilize information technology in carrying out its duties, so as to be able to create a more positive presence and increase public trust in this institution.

Motivation of employees in Satpol PP of West Kalimantan Province is very important in carrying out their duties as enforcers and regional regulations. Good performance is greatly influenced by motivational factors, which include job satisfaction. When employees feel appreciated and have broad goals, they tend to be more committed in carrying out their duties, so that it can increase the effectiveness of law enforcement services to the community.

And the phenomenon that often occurs is the challenge in maintaining employee motivation, especially in the face of public pressure and high workload. Dissatisfaction can arise from a lack of appreciation for what is done, as well as minimal facilities and support in carrying out its duties. Therefore, it is important for Satpol PP to create a positive and supportive work environment. This can be done through national defense training programs, awarding awards, and regular coaching. By increasing employee motivation, it is hoped that Satpol PP can carry out its functions better, and be able to build harmonious relationships with the community in creating order and security. Satpol PP was formed based on a regulation in lieu of law, as stated in the State Gazette of the Republic of Indonesia Year 2018 Number 72, as a replacement for Law No. 16 of 2018, outlining the duties, main responsibilities, and functions of Satpol PP as an enforcer of regional regulations and regulations in lieu of law stipulated by the regional head. Fostering public security and order, and coordinating community protection. In addition, Satpol PP is expected to assist the Regional Head in creating a safe, orderly, and conducive situation in his/her area. Many parties consider that the PERDA that has been enacted has not been adequately socialized by the Regional Government (Pemda) before being implemented.

Satpol PP of West Kalimantan Province is an example of an agency that has a diversity of employees in its division. The attendance system used by this agency is fingerprints (fingerprint), which shows the adoption of technology to manage HR. Data on the number of employees, absenteeism rate, the number of employees who are promoted, and the number of employees who participate in national defense training are important indicators in measuring career development for employees. In the context of Satpol PP of West Kalimantan Province, the level

of absence has shown an increase over the last year. However, the level of absence is still quite high indicating the importance of career development factors and organizational culture. The increase in the level of absence can be an indication of improvements in HR management and organizational culture strategies implemented by the agency.

The proportion of employees promoted in the past year is a key aspect in evaluating career growth, which is very important for assessing the performance of a work unit. Competent personnel will facilitate achievement of work unit objectives, both in terms of commitment and service. Initiatives to improve the quality of government employee performance include job promotions. A job is a level of rank in the State Civil Apparatus. Job promotions are recognition of the achievements and professional dedication of State Civil Apparatus, which serve as a driver to increase their success and commitment.

Career development management is an integral part of the HR management strategy in the Civil Service Police Unit. Efforts to improve career development through motivation, a fair organizational culture, and effective management of employee absences and promotions are steps that can help the organizational culture achieve goals and sustainable growth.

To help strengthen the national defense system, Regional Governments, Institutions, Ministries, and other national institutions can refer to the Regulation of the Minister of Defense Number 32 of 2016 or also known as Permenham Number 32/2016. Guidance and improvement of national defense awareness for all Indonesian people, including in institutions and local governments, must continue to be carried out. National defense is a government effort that is led by the Ministry of Defense. In this national defense training is a program that aims to instill the values of responsibility, discipline, and love of the homeland to the community, especially the younger generation. This activity usually involves various aspects, such as physical training, national education, and survival skills.

In addition to organizational culture, motivation is also a key factor in maintaining employee career development towards organizational culture. Motivation given by the agency, either indirectly or directly, such as awards for good performance, can increase employee enthusiasm and loyalty. The motto of this Satpol PP organization culture can focus on values such as firm, friendly, and authoritative in public service. Some examples of mottos that might be used are:

1. Be firm in taking action against any violations of Regional Regulations and Regional Head Regulations
2. committed by an individual or legal entity.
   Be friendly in every action and deed by prioritizing the 5S principle (polite, courteous, greet, and smile).
3. Having authority means always being consistent in carrying out duties while maintaining the image and authority of the Regional Government.

As for the phenomena found in the Satpol PP Kalbar agency, this is usually related to the enforcement of regional regulations and public order. There are 6 aspects that often appear, including.

1. Regulation Enforcement: Satpol PP is responsible for enforcing regional regulations, including prohibitions, issuing illegal buildings, and regulating micro businesses.
2. Order in Public Security: They are often involved in operations to maintain security and order, such as handling crowds or demonstrations.
3. Resource Challenges: Often, they face limitations in resources, both in terms of personnel and budget, which can affect the effectiveness of law enforcement.
4. Public Perception: There are various public views on Satpol PP, ranging from support to criticism regarding actions that are considered repressive or unfair.
5. Collaboration with Other Agencies: Satpol PP often collaborates with other agencies, such as the police and related agencies, to achieve the goal of enforcing law and order.

6. Education and Counseling: In addition to law enforcement, they provide outreach and education to the community about the importance of complying with local regulations.

These phenomena reflect the complexity of the tasks and challenges faced by Satpol PP in carrying out its duties.

LITERATURE REVIEW

Recruitment (including selection), employee career development, training, and other operations aimed at the organizational growth of an entity encompass human resource development, often known as HR management. Recognizing staff as an important organizational asset, HR management seeks to create productivity improvements by enhancing employee performance and work-life balance (Masrram & Mu'ah, 2015).

Employee motivation serves as a catalyst or incentive for individuals to excel, thus facilitating substantial development and advancement within the company. Motivation can stimulate individuals to engage in innovative thinking on their job performance. Motivation can improve staff performance, making them more efficient and effective. Motivation enables workers to consistently achieve optimal company results and facilitates individual employee growth (Sunyoto & Wagiman, 2023).Organizational culture is characterized by a set of common values, norms, beliefs, and behaviors that shape the organization's work environment.Organizational culture articulates a business's unique identity by integrating employees' interactions, communications, and perceptions of their work.Organizational culture sets the framework that shapes the choices, motives, and interactions of its members. Organizations characterized by an open and collaborative culture may encourage transparent communication, innovation, and teamwork across departments. In contrast, more formal and hierarchical cultures may exhibit strict rules and well-defined organizational structures. Organizational culture influences a company's identity and perceptions, which influences productivity, employee satisfaction, and the organization's adaptability to change (Faeni et al., 2019).Professional development is individual development carried out to realize a predetermined career path. Career development is an employee initiative that helps individuals strategize their future career paths within the organization, thereby facilitating mutual growth for individuals and the company (Handoko, 2014).

Munandar (2001, p. 263) as quoted in Busro (2018, p. 4) defines "Organizational Culture as a collective pattern of thinking, emotions, and behavior in an organization or its components." Robbins (2001) in Busro (2018, p. 22) identifies seven dimensions of corporate culture as follows:
1. Innovation and Risk Taking
   An effective company culture empowers people to take risks and innovate.
2. Attention to Detail
   A good business culture will provide optimal service by emphasizing the little things and the overall elements.
3. Results Orientation
   An effective company culture will always prioritize results over mere procedures.
4. People Orientation
   An effective organizational culture will consistently prioritize individuals, including organizational members and consumers.
5. Team Orientation
   An effective company culture will always prioritize team harmony over individual contributions.
6. Aggression
   An effective corporate culture will provide better incentives to personnel who demonstrate strong aggressive performance.

7. Stability
   An effective company culture fosters trust and stability, encouraging people to stay with the company.

Busro (2018, p. 276) defines career development as the professional development of an employee in an organization, which can occur throughout his/her tenure. Organizations can facilitate this development by offering study assignments with financial support, organizing education and training programs, organizing workshops, providing leadership training, and carrying out various activities aimed at improving competence and expertise. Busro (2018, p. 281) identified three elements of professional development:
1. Career clarity, measured by the following indicators:
a. Unambiguous marketing
b. Opportunity to assume the role of head/leader or deputy head/ leader
c. The possibility to assume a certain role within the current organizational framework.
2. Here are some markers that can be used to assess self-development:
a. Opportunity to engage in various competency courses to earn proficiency certificates.
b. Opportunity to gain further knowledge and participate in various lectures, talks and workshops.
c. Opportunity to be involved in various training and development programs.
3. The following indicators are used to monitor improvements in performance quality:
a. Increasing staff motivation
b. Loyalty
c. Increased self-discipline.

Robbins (2008) in Busro (2018, p. 50) defines motivation as "the readiness to exert substantial effort toward organizational goals, depending on the capacity of that effort to meet specific individual needs." Maslow (2018, p. 64) describes five hierarchically arranged stages of needs, specifically:
1. Self-actualization Needs(Self-actualization needs)
   Self-development or self-actualization criteria. Achieving self- actualization through maximum utilization of one's abilities and potential is the main priority.
2. Esteem Needs(Self-esteem needs)
   At this point in their lives, most individuals want to be noticed and appreciated by others.
3. Affection Needs or Love Needs or Belonging Needs(The need to be liked)
   Once a person's physiological and safety needs are met, the desire for acceptance (feelings of belonging, social connection, and love) becomes a priority.
4. Safety Needs or Security Needs(Safety needs) A safe environment, both physically and mentally, that is free from danger, peaceful, orderly, and nonviolent, all form part of the desire for safety. Job stability, safe
   working conditions, protection from unauthorized deductions, retirement security, and future retirement needs all point to this need.
5. Physiological Needs(Physiological needs)
   Things like eating, drinking, breathing, sleeping, and having sex fall into this category of basic needs. Having a safe place to live is a secondary need after the basic needs.
   Previous studies that discuss the impact of corporate culture, career advancement, and motivation are as follows:
a. Pangkey and Irfana, (2019) entitled "The Influence of Organizational Culture of Discipline on Work Motivation of Admin Staff at PT Mandarin Expert", concluded that the influence of organizational culture has been proven to have a significant and positive influence on staff work motivation.

b. Naipospos and Anwar (2023) in the title "The Influence of Career Development on Employee Work Motivation at PT. Jasa Marga" said that providing opportunities for professional growth significantly increases employees' desire to do their best at work.

c. Sutoro (2020) in "The Influence of Organizational Culture on Work Motivation of BPSDM Employees of Jambi Province" said that corporate culture significantly influences how motivated employees are to do their jobs well.

METHODS

Organizational Culture (X1), Career Development (X2), and Motivation (Y) are all studied interrelatedly by the author using associative quantitative research techniques. First, we conducted a survey and interview of Civil Servants working at Satpol PP West Kalimantan to compile our data. and secondary data sourced from records and publications. In 2024, the population consisted of 106 permanent employees of Satpol PP, using a saturated sampling approach to include the entire population as a sample. Motivation is the dependent variable, while organizational culture and career growth act as independent variables (X1 and X2 respectively).

RESULTS

Validity Test Results

Variables Study	Indicator	r Count
Organizational culture (X1)	X1-1	0.67
	X1-2	0.363
	X1-3	0.474
	X1-4	0.415
	X1-5	0.461
	X1-6	0.455
	X1-7	0.419
	X1-8	0.523
	X1-9	0.582
	X1-10	0.497
	X1-11	0.438
	X1-12	0.325
	X1-13	0.5
	X1-14	0.473
	X2-1	0.443
	X2-2	0.288
	X2-3	0.538
	X2-4	0.546
	X2-5	0.629
	X2-6	0.398
	X2-7	0.396
	X2-8	0.612
	X2-9	0.645
	X2-10	0.494
	Y1-1	0.573
	Y1-2	0.249
	Y1-3	0.582
	Y1-4	0.595

Y1-5	0.624
Y1-6	0.414
Y1-7	0.438
Y1-8	0.606
Y1-9	0.632
Y1-10	0.44

Source: Processed Data, 2024

All variables in this study have unique indicators, based on Table 1, because the calculated R value is more than the criteria set in Table R, namely 0.190.

Table 2 Reliability Test Results

Variables Study	Organizational culture (X1)	Career Development (X2)	And Motivation (Y)
Cronbach'sAlpha	0.731	0.669	0.697
Caption	*Reliable*	*Reliable*	*Reliable*

Source: Processed Data, 2024

Based on Table 2, all research variables have a reliability coefficient (Cronbach's Alpha) greater than 0.6.

Table 3 Normality Test Results

One Sample Kolmogorov-Smirnov	Number of Respondents	*Asymp. Sig. (2-tailed)*	Significance Level
	106	0.65	0.05

Source: Processed Data, 2024

The results of the Normality Test of 0.150 (Asymp. Sig., 2-tailed) are shown in Table 3, which is > 0.05 significance level. Based on the results, the data of this study follows a normal distribution.

Table 4 Linearity Test Results

Variables Study	Organizational culture (X1)*Motivation (Y)	Career Development (X2)*Motivation (Y)
Sig.Linearity	0	0
Information	Linear	Linear

Source: Processed Data, 2024

Since the significant value for Deviation from Linearity is 0.000, which is < 0.05, the linearity test, shown in Table 4, indicates a strong linear relationship between Organizational Culture (X1), Career Development (X2), and Motivation (Y). Organizational culture (X1), career development (X2), and employee motivation (Y) are all positively correlated.

Table 5 Multicollinearity Test Results

Variables Study	Organizational Culture (X1)	Career Development (X2)
Tolerance	0.553	0.553
VIF	1,807	1,807

Source: Processed Data, 2024

There is no evidence of multicollinearity between Organizational Culture (X1) and Career Development (X2), from the Multicollinearity Test shown in Table 5. When associated with Organizational Culture (X1) and Career Development (X2), the Tolerance Value is 0.533 which is > 0.10, while the VIF Value is 1.807 which is lower than 10.00.

Table 6 Results Of Multiple Linear Regression Analysis Test

Research Variables	Coefficients	T Statistics	Sig.Value
(Constant)	0.757	0.473	0.638
Organizational culture	0.077	2,402	0.018
Career Development	0,911	21,368	0,000
Dependent Variable: Motivation			

Source: Processed Data, 2024

The multiple regression equation can be explained as follows, as shown shown in Table 6:
1. The constant value of 0.757 Motivation (Y) is equal to 0.757 when Organizational Culture (X1) and Career Development (X2) are both zero.
2. According to the regression coefficient (b1) for the Organizational Culture variable, a one unit increase in Organizational Culture causes a 0.077 unit increase in Employee motivation.
3. The regression coefficient (b2) for the Career Development variable isn 0.911, which indicates that a one unit increase in Career Development results in a 0.911 increase in Employee Motivation.

Table 7 Results Of The Correlation And Determination Coefficient Test (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.950	0.903	0.901	0.89289

Source: Processed Data, 2024

There is a substantial correlation between these factors. There is a substantial correlation between these factors, The correlation coefficient value is 0.950
shown in Table 7. With R^2 of 0.903, we can see that Organizational Culture and Career Development explain and influence 90.3% of Motivation. The remaining 9.7 percent of motivation is influenced by factors that are not in this study.

Table 8 F Test Results (Simultaneous Effect)

Model	Sum of Squares	Mean Squares	F	Significance
Regression	764,826	382,413	47,662	0,000
Residual	82,117	0.797		
Dependent Variable: Employee Motivation				
Predictors (Constant): Organizational Culture, Career Development				

Source: Processed Data, 2024

Compared to the F table value of 3.08, the F value calculated in the test results is 47.662. There is a threshold of less than 0.05 at a significance level of 0.000. So, it can be said that organizational culture (X1) and career development (X2) have an impact on employee motivation (Y).

Table 9 Results Of Partial Influence Test (T-Test)

Research Variables	Coefficients	T Statistics	Significance Value
(Constant)	0.757	0.473	0.638
Organizational culture	0.077	2,402	0.018
Career Development	0.911	21,368	0,000
Dependent Variable: Employee Motivation			

Source: Processed Data,2024

Variable X1 which is a representation of organizational culture has a t value of 2.402 > the significance value seen in the table, which is 1.659. The significance level of 0.018 is also <the critical value of 0.05. Organizational culture (X1) has a partial effect on employee motivation (Y) at Satpol PP West Kalimantan. The t value of 21.368 for the Career Development variable (X2) exceeds the t table threshold of 1.659. When compared to 0.05, the significance level of 0.000 is lower. Thus it can be said that the Civil Service Police Unit Employees of West Kalimantan Province are somewhat motivated by Career Development (X2).

DISCUSSION

The majority of respondents in the study were men aged 50-59 years, working in the Secretariat and having a bachelor's degree. The length of service as a civil servant ranged from 11-20 years. Monthly income ranged from Rp4,000,000.00 - Rp4,999,999.00 and held the position of Administrator and group/room II.c. All respondents were married and had three dependents.

Multiple regression equation Y = 0.757 + 0.0771X1+ 0.9112X2shows that organizational culture and career development contribute a value of 0, resulting in a motivation level of 0.757 for civil servants at Satpol PP of West Kalimantan Province. The multiple regression coefficient of the organizational culture variable is 0.077, which indicates that an increase in motivation of 0.077 units is the result of an increase in organizational culture of 1 unit. An increase in motivation of 0.911 units is the result of an increase in employee motivation of 1 unit, as indicated by the multiple regression coefficient for the employee motivation variable.

The correlation coefficient is 0.950. The relationship between the dependent and independent variables in the study is classified as strong.

The coefficient of determination (R^2) is 0.903 or equivalent to 90.3%. That is why, up to 90.3%, motivation is influenced by aspects related to corporate culture and professional advancement. As much as 9.7% includes factors that are not included in the study.

Based on Table 7, the calculated F value is 47.662 which exceeds the critical F value of 3.09 and the significance level is 0.000 < 0.05. Thus, the combination of Organizational Culture and Career Development has a significant effect on employee motivation. Organizational Culture is determined by the results of the partial test (t- test).

From the results of the t-test, Motivation is partially influenced by Organizational Culture and Career Development, because the calculated t value of both variables exceeds the t table value of 1.659 and the significance level is <0.05. Therefore, it can be concluded that Satpol PP West Kalimantan experiences a partial but substantial influence on employee motivation as a result of Career Development.

CONCLUSION

The results of this study state that organizational culture and career development have a significant influence on employee work motivation at Satpol PP West Kalimantan. To increase employee engagement, it is important to focus on organizational culture and career development. Organizational culture and career advancement opportunities both play an important role in determining how motivated employees are to do their best work.

Them. This shows that while a good organizational culture can increase employee loyalty and motivation, career development needs to be improved holistically along with other factors in the context of the organization to effectively influence employee motivation. Thus, increasing employee motivation can be achieved through strategies that pay attention to both organizational culture and career development aspects.

SUGGESTION

Based on the conclusions obtained from the findings of the study above, several recommendations can be put forward:
1. Organizational culture and career development in West Kalimantan Province at the Satpol PP office are in the category of both organizational culture and career development, which have an important role in increasing employee motivation towards the organization.
2. The motivation is quite satisfactory; however, improving the quality of service is needed to foster employee empathy, thereby creating a good working environment.

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