

# The Influence Of Organization Culture And Commitment Mediated By Motivation To Career Development Of School Administrative Staff In The South Tangerang Regional

Hery Winoto Tj

Fakultas Ekonomi & Bisnis, Universitas Kristen KridaWacana, Jakarta

\*Corresponding Author:

Email: [hery.winoto@ukrida.ac.id](mailto:hery.winoto@ukrida.ac.id)

---

## Abstract.

*One form of organizational responsibility is in terms of advancing and developing the career of its employees. In educational institutions such as schools, the administrative staff is tasked with maintaining the academic administrative process so that the academic process can run smoothly. This is inseparable from the quality of human resources possessed by schools that have good quality, motivation, and commitment to the institution where they work. Employee career development is one form of rights that quality employees have, this aspect is important because it can provide opportunities for employees and support their welfare. This study aimed to determine organizational culture and commitment mediated by motivation for school administration staff's career development in the South Tangerang Region. Using the purposive sampling technique in this study's data collection, the respondents were administrative staff from schools in the South Tangerang region with 100 respondents. The analysis uses Structural Equation Modeling testing through SmartPLS. The results showed that motivation has a role in mediating the relationship between organizational culture and employee commitment to school administration staff' career development in South Tangerang Region.*

**Keywords:** Organizational Culture, Employee Commitment, Employee Motivation, Career Development.

---

## I. INTRODUCTION

In this era of globalization, one aspect that must be fulfilled in responding to information development demands, especially in education, demands improving human resources quality in educational institutions. In educational institutions such as schools, administrative staff plays a role in helping the academic, administrative process run smoothly. This is inseparable from the quality of human resources owned by schools, which to support the smooth administrative process in schools requires human resources who have good quality, motivation, and commitment to the institution where they work. One aspect that can affect employee commitment is the organization's culture where the employee works.

This organizational culture is an assumption and basic norms developed and implemented within the organization to overcome problems within the organization (Schein, 2010). This culture is believed to guide life in the organization, which will affect every sphere of organizational life (Aryana & Winoto, 2017). The culture created can be the central aspect that can determine an organization's success, where when the organization has a good culture, it can motivate its employees to work optimally (Gultom, 2014). Robbins (2011: 512) states that there are five functions of organizational culture, including characteristics that distinguish each organization, an identity for members in the organization, making it easier to create commitment within the organization, as a social tie in uniting organizational members, and as mechanisms that shape employee attitudes and behavior. An organization with an excellent organizational culture will be seen through disciplined employees' behavior, do not give up quickly, and work hard. Employees who apply this behavior will have an impact on the resulting performance (Winoto, 2020).

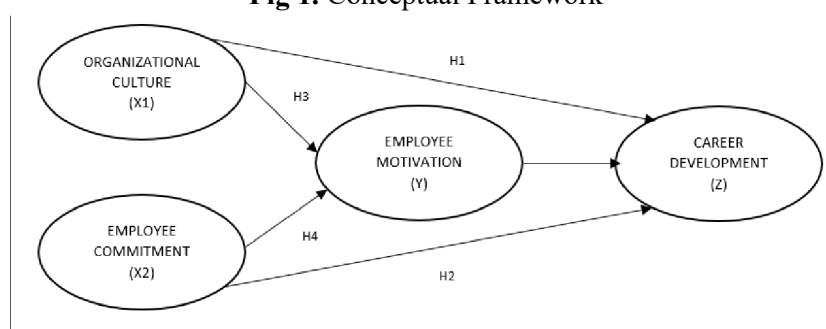
Organizational commitment is a condition in which employees align their goals with the organization's goals, where employees contribute to realizing the organization's goals (Robbins, 2008). Organizational commitment can also be interpreted as a form of hard work carried out continuously in achieving organizational goals. Employees who have a high commitment to the organization will be reflected in positive behavior where employees will work optimally in realizing organizational goals. High commitment will result in high motivation for employees to work. This will undoubtedly impact these employees' career development because employees who show maximum performance will have better career development opportunities. Several aspects of organizational commitment are acceptance of organizational values and goals, willingness to work optimally in realizing organizational goals, and a strong urge to survive. There are three dimensions of organizational commitment, according to Robbins (2008), namely affective, normative, and sustainable commitment.

One form of organizational responsibility is in terms of advancing and developing the career of its employees. Messie et al. (2015) explained that career development identifies employees' final abilities and getting them. Career development is a program designed by an organization to be carried out by its employees to plan future careers in an organization. Of course, this program is based on employees' performance while working for a certain period. Employees who have a high commitment to the organization and have maximum performance at work can experience career development, such as getting a promotion in their work. This research will examine the influence of organizational culture and employee commitment mediated by motivation on school administration staff's career development in the South Tangerang area. The formulation of the problems in this study include:

1. Does organizational culture influence the school administration staff's career development in the South Tangerang Region?
2. Does employee commitment influence school administration staff's career development in the South Tangerang Region?
3. Does motivation mediate the relationship between organizational culture and school administration staff's career development in South Tangerang Region?
4. Does motivation mediate the relationship between employee commitment to school administration staff's career development in the South Tangerang Region?

This research has the following conceptual framework:

**Fig 1. Conceptual Framework**



H1: Organizational culture has an effect on school administration staff's career development in South Tangerang Region.

H2: Employee commitment has an effect on school administration staff's career development in South Tangerang Region.

H3: Employee motivation mediates the relationship between organizational culture and career development for school administration staff in South Tangerang Region.

H4: Employee motivation mediates the relationship between employee commitment to school administration staff's career development in the South Tangerang Region.

## II. RESEARCH METHODOLOGY

In this study, respondents were administrative staff from schools in South Tangerang Region, with as many as 100 respondents. The sampling technique used was purposive sampling through a questionnaire instrument that was distributed directly to respondents. Structural Equation Modeling is the data analysis technique for this research using SmartPLS. The analysis will include testing the inner and outer models, as well as testing the hypothesis.

## III. RESULT AND DISCUSSION

The first step is to test the outer model of this research. Through this test, the following results were obtained:

**Table 1.** Construct Reliability & Validity

| Variable               | Cronbach's Alpha | Composite Reliability | AVE   |
|------------------------|------------------|-----------------------|-------|
| Organizational Culture | 0,787            | 0,856                 | 0,550 |
| Employee Commitment    | 0,748            | 0,835                 | 0,511 |
| Employee Motivation    | 0,703            | 0,730                 | 0,501 |
| Career Development     | 0,728            | 0,824                 | 0,590 |

The analysis above shows that the variables of Organizational Culture, Employee Commitment, Employee Motivation, and Employee Career Development have an AVE value exceeding 0.50 and obtain a Cronbach alpha value above 0.70. In terms of the value of composite reliability, all constructs have a value exceeding 0.70. So it can be said that all constructs are reliable and valid.

**Table 2.** R-Square

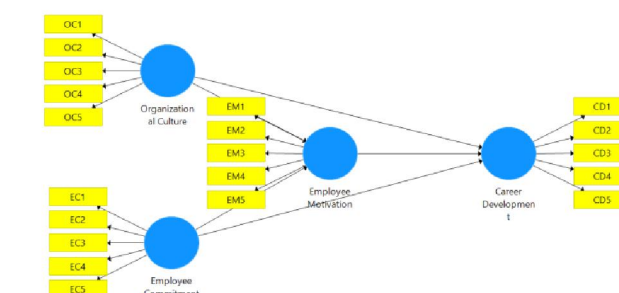
| Variable            | R-Square |
|---------------------|----------|
| Employee Motivation | 0,477    |
| Career Development  | 0,635    |

R-Square aims to know the magnitude of the explanatory variable's influence on the dependent variable. The value of the R-square measures the predictive ability of the research model. The results obtained are the ability of organizational culture variables and employee commitment in explaining employee motivation by 47.7%, where the ability of all explanatory variables in explaining employee career development is 63.5%. Based on the R-Square results obtained, it can be concluded that the predictive power in the research model is quite strong.

**Table 3.** Hypothesis Testing

| Variable                                     | Coeff. | P-Value |
|--|--------|---------|
| Organizational Culture → Employee Motivation | 0,390  | 0,000   |
| Organizational Culture → Career Development  | 0,081  | 0,591   |
| Employee Commitment → Employee Motivation    | 0,166  | 0,037   |
| Employee Commitment → Career Development     | 0,511  | 0,000   |
| Employee Motivation → Career Development     | 0,085  | 0,039   |

**Fig 2.** Research Construct



The regression analysis above shows that organizational culture is not proven to significantly affect the career development of school administration staff in the South Tangerang Region, where it can be concluded that hypothesis one is not supported by the results. When viewed from the perspective of employee commitment, it has a positive (0.511) and a significant effect on school administration staff's career development in South Tangerang Region, supporting the second hypothesis. Besides, when viewed from the employee motivation variable as an intervening variable in this study, it proves that employee motivation can mediate the relationship between organizational culture and career development for school administration staff in South Tangerang Region. This result is following previous research conducted by Pipit (2015). Also, motivation is proven to mediate the relationship between employee commitment to school administration staff's career development in the South Tangerang area. These results support the allegations in the third and fourth hypotheses.

Based on the results obtained, the organization's culture reflects the norms and values applied within the organization for all organization members that must be obeyed to achieve common goals. The better the organization's culture, the more positive values will be in the organization to encourage employee motivation to work. Besides that, every employee indeed commits to working in an organization. The commitment created in employees will encourage them to work optimally to realize the goals of the organization. When employees have a high motivation to do their jobs, they will have good work performance. Of course, this will impact employees' career development, where potential employees will have the opportunity to get a better position in their organization.

#### IV. CONCLUSION

This study examines the influence of organizational culture and commitment mediated by motivation on school administration staff's career development in the South Tangerang Region. Through the test results obtained, the following conclusions were obtained:

1. Organizational culture is not proven to significantly affect the school administration staff's career development in the South Tangerang Region. In determining employee career development, organizational culture is not an aspect that directly affects school administrative staff development in South Tangerang.
2. Employee commitment is proven to have a significant positive effect on school administration staff's career development in South Tangerang Region. The higher the employee's commitment to work can positively influence employees to influence the organization to impact their career development.
3. Employee motivation is proven to mediate the relationship between organizational culture and career development for school administration staff in South Tangerang Region.
4. Employee motivation is proven to mediate the relationship between employee commitment to school administration staff's career development in the South Tangerang area.

#### REFERENCE

- [1] Aryana, P., Hery W., 2017. Pengaruh Budaya Organisasi, Etika Kerja, Dan Loyalitas Terhadap Kinerja Karyawan (Studi kasus pada karyawan pendukung non akademik Universitas XYZ). *Jurnal Ilmiah Manajemen Bisnis*. Vol. 17, No.2.
- [2] Gultom, Kurniawan Dedek., 2014. Pengaruh Budaya Organisasi Perusahaan Dan Motivasi Terhadap Kinerja Karyawan Pada PT. Perusahaan Gas Negara (PERSERO) Tbk Medan. *Jurnal Manajemen & Bisnis* Vol. 14 No. 02, Oktober 2014.
- [3] Massie, Renaldy, Bernhard Tewal, Geis Sendoow. 2015. Pengaruh Perencanaan Karir, Pelatihan dan Pengembangan Karir terhadap Kinerja Pegawai pada Museum Negeri Provinsi Sulawesi Utara. *Jurnal Berkala Ilmiah Efisiensi*. Volume 15.No.05

- [4] Muis, Muhammad Ras, J Jufrizen, & Muhammad Fahmi. 2018. Pengaruh Budaya Organisasi Dan Komitmen Organisasi Terhadap Kinerja Karyawan. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)* 1 (1): 9–25.
- [5] Nurvitasari, Syahri, Baharuddin Semmaila, & Dahlia Baharuddin. 2020. Pengaruh Budaya Organisasi Dan Pengembangan Karier Terhadap Kinerja Pegawai. *Center of Economic Student Journal* 3 (1): 110–26.
- [6] Pramukti, Andika. 2019. Pengaruh Motivasi, Kompetensi, Dan Pengembangan Karir Terhadap Komitmen Organisasi Dan Kinerja Pegawai. *Celebes Equilibrium Journal* 1 (1): 17–23.
- [7] Puspitasari, Pipit. 2015. Pengaruh Budaya Organisasi dan Pengembangan Karir Terhadap Komitmen Organisasi dengan Kepuasan Kerja sebagai Variabel Intervening. (Studi Kasus pada Karyawan bagian Ekspedisi PT. Enseval Putra Megatrading, Tbk Semarang).
- [8] Robbins, Stephen P. Dan Timothy A., 2011. *Judge, Organizational Behavior*. New Jersey: Pearson Education, Inc.
- [9] Schein, Edgar, H., 2010. *Organizational Culture and Leadership* 4th Edition. Jossey Bass, San Francisco.
- [10] Udayani, Ni Luh Putu Krishna, & Ni Nyoman Sunariani. 2018. Budaya Organisasi, Pengembangan Karir, Job Insecurity Terhadap Organisational Citizenship Behaviour Dengan Komitmen Organisasional Sebagai Variabel Intervening. *Jurnal Manajemen Dan Bisnis* 15 (2): 151–74.
- [11] Winoto, HeryTj. 2020. Pengaruh Budaya Organisasi dan Motivasi Kerja terhadap Kinerja Karyawan (Studi Kasus pada PT. GCM). *Jurnal Media Bina Ilmiah*. Vol.14, No.9.