

## Research Article

# The Influence of Job Involvement and Career Development on the Work Motivation of Civil Servants in the Cooperative, Small and Medium Enterprises Department of West Kalimantan Province

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## ABSTRACT

This study examines the impact of Job Involvement and Career Development on Work Motivation among civil servants at the Cooperative, Small and Medium Enterprises Department of West Kalimantan Province. Using an associative research approach, primary data was collected through interviews and questionnaires distributed to 51 civil servants working in this department. The findings reveal that both Job Involvement and Career Development have a positive and significant impact on Work Motivation. The F-test results show that Job Involvement and Career Development simultaneously have a significant effect on Work Motivation ( $F = 26.465, p < 0.05$ ). Additionally, the t-test results confirm that both variables significantly influence Work Motivation on a partial basis: Job Involvement ( $t = 4.097, p < 0.05$ ) and Career Development ( $t = 2.179, p < 0.05$ ). These findings indicate that increasing employee involvement in their work and providing clear career development opportunities are crucial strategies for enhancing motivation, reducing absenteeism, and driving higher performance. The study also suggests that when employees perceive clear and meaningful career prospects within their organization, they are more likely to be motivated, engaged, and committed to their roles. These insights offer valuable guidance for human resource management, especially within public sector institutions, and emphasize the importance of creating a work environment that fosters growth, motivation, and long-term employee satisfaction.

**Keywords:** Job Involvement; Career Development; Work Motivation; Civil Servants; Cooperative Department

## 1. INTRODUCTION

According to Sinambela (2016), Human Resource Management is a process of handling various issues within the scope of employees, workers, managers, and other personnel to support organizational activities in order to achieve predetermined goals. The department or unit that usually handles human resources is the Human Resource Department (HRD). The Cooperative, Small and Medium Enterprises Agency of West Kalimantan Province is located at Jl. Sutan Syahrir No. 5, Sungai Bangkong, Kec. Pontianak Kota, Kota Pontianak, West Kalimantan 78116. The Cooperative, Small and Medium Enterprises Agency of West Kalimantan Province is an institution tasked with assisting the government in carrying out regional government affairs in the field of cooperatives and SMEs. The number of employees at the Cooperative, Small and Medium Enterprises Agency of West Kalimantan Province in 2025 is 52 people. Of the total number of civil servants at the Cooperative, Small and Medium Enterprises Agency of West Kalimantan Province, the highest percentage is in the Supervision and Institutional Development division, accounting for 14.29%. Meanwhile, there are 3 non-civil servants. The absenteeism rate among civil servants at the Cooperative, Small and Medium Enterprises Agency of West Kalimantan Province from 2022 to 2024 has decreased from 0.54% in 2022 to 0.74% in 2023. The highest absenteeism rate occurred in 2022.

The increase in absenteeism was attributed to the high number of employees requesting leave and unexplained absences. This occurred in 2022, when the Cooperative, Small and Medium Enterprises Department of West Kalimantan Province still allowed employees to request leave using written letters. However, in 2023, written leave requests were no longer permitted. Employee attendance at the Cooperative and Small and Medium Enterprises Department of West Kalimantan Province uses a digital system, namely fingerprint scanning, and manual attendance, which is used for non-civil servant employees. The designated attendance hours are from 7:15 AM to 3:45 PM. According to Robbins & Judge (2013) in Kaswan (2015), high work engagement is also associated with reduced absenteeism and lower resignation rates. According to

Hasibuan (2020), the objectives of motivation include stability, reducing absenteeism rates, and enhancing employees' sense of responsibility toward their tasks. According to Walker in Sinambela (2016), an employee may leave their job if they feel their career prospects are poor. Conversely, if employees feel their career prospects are bright within the organization, they will be motivated to work and dedicate their full effort and attention to their tasks.

The number of disciplinary violations committed by civil servants at the Cooperative, Small and Medium Enterprises Office of West Kalimantan Province in 2023 was 3 people. In 2022 and 2024, there were no disciplinary violations reported. According to Hasibuan (2020), work discipline is assumed as employees' compliance with existing regulations and performing their duties in accordance with given instructions. According to Robbins in Sayuti (2006), work motivation can be measured by examining several aspects, one of which is adherence to working hours. The research by Ardiansyah & Artadita (2021) shows that work involvement has a positive and significant effect on work discipline. According to Hasibuan (2020), one of the important factors supporting an employee's career development is work discipline, as it reflects the employee's performance. With a high level of discipline, all tasks and responsibilities assigned can be completed on time.

In 2022 and 2023, all civil servants had good work performance or met expectations. According to Hasibuan (2020), work performance is the result of work achieved by an individual in carrying out assigned tasks based on agreements, experience, dedication, and time. According to Busro (2023), career development is also greatly influenced by the work performance achieved so far. When this long-term work performance is achieved well, the individual will have the opportunity to hold a higher career position and vice versa. Employees with a high sense of work involvement can influence their work performance. Research conducted by Kambunawati (2022) states that work engagement has a positive effect on employee performance. Hasibuan (2020) states that work performance is a combination of three important factors, namely the ability and interest of a worker, the ability and acceptance of task delegation explanations, and the role and level of motivation of a worker.

Career development is implemented through various programs, one of which is employee training. Training is conducted to develop knowledge, skills, and attitudes. The number of civil servants participating in training at the Cooperative and Small and Medium Enterprises Agency of West Kalimantan Province has increased annually, with 37 participants recorded in 2024-2023. Each year consists of 12 months, and the training is conducted 2 to 3 times per year. The training programs include Stress Management Training, Evaluation Meeting on the Implementation of Population Administration Affairs, Policy Analysis Methodology Training in the West Kalimantan Provincial Government, and Technical Functional Training for the Second Cohort. The training has seen an increase every year. This indicates that employees' willingness to participate in training is already optimal, as evidenced by the increasing numbers each year. According to Kaswan (2015), training is a key strategy when aiming to transform every company into a learning organization. Initial training is necessary after employees are hired, and continuous training is required to keep them relevant and motivated. Work involvement is one of the intrinsic motives related to performance achievement (Ruski, 2019). Ali & Alimuddin (2021) state that career development has a positive and significant effect on employee work effectiveness. According to Rasheed et al., (2014), motivation is influenced by training factors; employees become more motivated after increasing their knowledge and skills.

Research conducted by Nurdiansyah (2016) found that work engagement partially influences work motivation. Meanwhile, research conducted by Amar et al., (2021) found that work engagement does not partially influence work motivation. The study conducted by Safitri (2018) and Manggis et al., (2018) found that Career Development has a partial significant effect on Employee Motivation. Based on interviews with Mr. Sy. Edy H. Alaydrus, S.pd, M. Si, Head of General Affairs and Administration, there are several employees who have committed disciplinary violations. These violations were caused by employees who often did not come to work and did not provide any explanation, so they were considered to have violated the regulations set by the West Kalimantan Province Small and Medium Enterprises Cooperative Office.

Based on the background presented above, the researcher is interested in conducting this study titled The Influence of Job Involvement and Career Development on the Work Motivation of Civil Servants at the Cooperative and Small and Medium Enterprises Department of West Kalimantan Province.

## 2. RESEARCH METHOD

This study uses an associative approach that aims to construct a theory that can explain, predict, and control a phenomenon (Siregar, 2019). This study examines the relationship between job involvement and career development on the work motivation of civil servants in the Small and Medium Enterprises Cooperative Office of West Kalimantan Province. Data collection was conducted through two types of sources, namely primary and secondary data. Primary data was obtained through interviews and questionnaires. According to Siregar (2019), an interview is a process of obtaining data through direct questions and answers with respondents. In this study, interviews were conducted with Mr. Sy. Edy H. Alaydrus, S.Pd, M.Si as the Head of General Affairs and Administration. Meanwhile, questionnaires were distributed to civil servants at the Small and Medium Enterprises Cooperative Office of West Kalimantan Province. Secondary data was obtained from official documents such as employee data, attendance records, training records, disciplinary violations, and performance evaluations (Siregar, 2019). The population in this study consisted of all civil servants in the relevant department, totaling 51 people, excluding the head of the department.

The sampling technique used was saturated sampling, where all members of the population were included as samples (Sugiyono, 2017). The variables in this study consisted of independent variables, namely Job Involvement (X1) and Career Development (X2). The dependent variable was Work Motivation (Y). Measurement was conducted using a five-point Likert scale, ranging from strongly agree to strongly disagree, as suggested by Sugiyono (2017) to measure respondents' attitudes and perceptions toward social phenomena. The data obtained from the questionnaire were analyzed using validity and reliability tests, classical assumption tests, and tested using multiple linear regression to determine the relationship between variables. The testing was conducted using SPSS statistical software to obtain valid and reliable results. The validity test was performed using Pearson Product Moment correlation (Siregar, 2019), while the reliability test was conducted using Cronbach's Alpha technique, with a minimum value of  $r_{11} \geq 0.6$  (Siregar, 2019). The classical assumption test included: normality test using Kolmogorov-Smirnov (Siregar, 2019), linearity test (Purnomo, 2016), and multicollinearity test using Tolerance and VIF values (Ghozali, 2018). Multiple linear regression analysis was used to determine the simultaneous and partial effects of independent variables on the dependent variable. The regression equation used is:  $Y = a + b_1X_1 + b_2X_2$ . Next, an F-test was conducted to test the simultaneous effect (Siregar, 2019), and a t-test was conducted to test the partial effect of each variable (Siregar, 2019). The coefficient of determination ( $R^2$ ) was used to assess the contribution of independent variables to the dependent variable (Siregar, 2019), and the correlation coefficient was used to determine the strength of the relationship between variables (Siregar, 2019).

### 3. RESULTS AND DISCUSSION

#### 3.1 Test Research Instruments

##### 3.1.1 Validity Test

Validity testing aims to ensure that the questionnaire instrument can measure the aspects to be studied. The testing was conducted by correlating the scores of each question item and comparing the correlation values (calculated r) with the table r. The r table value is calculated based on the degrees of freedom (df), which is the number of respondents minus two (df = 49), with a significance level of 0.05, resulting in an r table value of 0.275. The results of the validity test for all variables in this study can be seen in **Table 1**.

**Table 1.** Validity Test Results

Variable	Indicators	r value	r table	Description
Job Involvement (X1)	X1.1	0,903	0,275	Valid
	X1.2	0,856		
	X1.3	0,865		
	X1.4	0,874		
	X1.5	0,825		
	X1.6	0,721		
	X1.7	0,793		
	X1.8	0,806		
Career Development (X2)	X2.1	0,789	0,275	Valid
	X2.2	0,804		
	X2.3	0,523		
	X2.4	0,705		
	X2.5	0,840		
Work Motivation (Y)	X2.6	0,762	0,275	Valid
	Y.1	0,765		
	Y.2	0,812		
	Y.3	0,597		
	Y.4	0,466		
	Y.5	0,625		
	Y.6	0,702		
	Y.7	0,468		
	Y.8	0,606		

Source: Processed Data, 2025

Based on the validity test results in **Table 1**, it is known that all statement items have a calculated r value  $>$  r table. Thus, all statement items in all research variables can be declared valid and suitable for use in this study.

### 3.1.2 Reliability Test

Reliability test is used to determine the consistency of the measuring instrument, whether the measuring instrument is the reliability test aims to measure the consistency of the questionnaire instrument as a measuring tool. In this study, the reliability test was conducted using Cronbach's Alpha method, where items were considered reliable if the Cronbach's Alpha value was  $\geq 0.60$ . The results of the reliability test for the variables in this study can be seen in **Table 2**.

**Table 2.** Reliability Test Results

Variable	Cronbach's Alpha	Description
Job Involvement (X1)	0.936	
Career Development (X2)	0.834	Reliable
Work Motivation (Y)	0.787	

Source: Processed Data, 2025.

Based on the reliability test results in **Table 2**, a value of Cronbach's Alpha  $> 0.60$  was obtained, so it can be concluded that all items in this study are reliable and can be used in the research.

### 3.2 Classic Assumption Test

#### 3.2.1 Normality Test

This normality test aims to determine the distribution of data in the variables that will be used in the study. Data normality can be seen using the normal kolmogorov-Sminov test. The results of the Normality test calculation can be seen in the **Table 3**.

**Table 3.** Normality Test Results

Test	Value
N (Sample)	51
Test Statistic	.058
Asymp.Sig.(2-tailed)	.200 <sup>c</sup>

Source: Processed Data, 2025.

Based on the normality test results in **Table 3**, the test result for the *Asymp. Sig. (2-tailed)* value is 0.200, which is greater than 0.05. Therefore, it can be concluded that the data in this study is normally distributed.

#### 3.2.2 Linearity Test

The linearity test is used to see whether the model specifications used are correct or not. The results of the calculation of the Organizational Culture variable Linearity test can be seen in the **Table 4**.

**Table 4.** Result of Linearity

Variable	Deviation from Linearity	Description
Work Motivation * Job Involvement	0, 641	Linear
Work Motivation * Career Development	0,234	

Source: Processed Data, 2025.

Based on the Table 4, results of the linearity test for the Career Development (X2) and Work Motivation (Y) variables shown in Table 4 above, the significance value for Deviation from Linearity between the Career Development and Work Motivation variables is 0.234. Because this value is greater than 0.05, it can be concluded that the relationship between the two variables is linear.

#### 3.2.3 Multicollinearity Test

Multicollinearity test is conducted to analyze the correlation between independent variables. As a basis for seeing a model that is not Multicollinearity is to look at the Variance Inflation Factor (VIF) and tolerance level. If the tolerance value  $> 0.10$  or VIF  $< 10$ . The following is the Multicollinearity test:

**Table 5.** Multicollinearity Test Results

Variable	Tolerance	VIF
Job Involvement	.616	1.624
Career Development	.616	1.624
Dependent Variable: Work Motivation		

Source: Processed Data, 2025.

Based on the results of **Table 5**, which shows a Tolerance value  $> 0.10$  and VIF  $< 10$ , it can be concluded that there are no symptoms of multicollinearity between the independent variables in the regression model in this study.

### 3.3 Multiple Linear Regression Analysis

Multiple linear regression analysis to determine the effect between the independent variables on the dependent variable carried out by 51 respondents. The following is a Multiple Linear Regression Analysis **Table 6**.

**Table 6.** Multiple Linear Regression Analysis Results

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.247	4.700	.000
Job involvement	.325	4.097	.000
Career Development	.216	2.179	.034
Dependent Variable: Work Motivation			

Source: Processed Data, 2025.

Based on the **Table 6**, it can be seen that the multiple linear regression equation is as follows:

$$Y = 1,247 + 0,325X_1 + 0,216X_2$$

From the multiple linear regression equation, it can be explained as follows:

- The constant (a) is 1.247, which means that if the variables Job Involvement (X1) and Career Development (X2) are zero, Work Motivation (Y) will increase by 1.247 units.
- The regression coefficient (b1) of the Job Involvement (X1) variable is 0.325 and is positive, meaning that if Job Involvement increases, Work Motivation will increase by 0.325 units.
- The regression coefficient value (b2) of the Career Development (X2) variable is 0.216 and is positive, meaning that if Career Development increases, Work Motivation will increase by 0.216 units.

### 3.4 Correlation Coefficient Analysis (R)

The correlation coefficient is used to measure the degree of correlation between two or more variables, as well as to determine the direction of the relationship. The method used in this analysis is the Product Moment correlation method. The results of the correlation coefficient test can be seen in **Table 7**.

**Table 7.** Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724 <sup>a</sup>	.524	.505	.45081
Predictors: (Constant), Career Development, Job Involvement				
Dependent Variable: Work Motivation				

Source: Processed Data, 2025.

Based on the results of the correlation coefficient test shown in **Table 7**, the correlation coefficient (R) value obtained was 0.724. This indicates that the relationship between Job Involvement and Career Development on Work Motivation is in the strong category, because the value is in the range of 0.60-0.799.

### 3.5 Analysis of the Coefficient of Determination $R^2$

Based on the results of the coefficient of determination ( $R^2$ ) test shown in Table 7 above, an R-Square value of 0.524 was obtained. This means that the variables Job Involvement and Career Development are able to explain 52.4% ( $0.524 \times 100$ ) of the effect on Work Motivation. Meanwhile, the remaining 47.6% is influenced by other variables not discussed in this study.

### 3.6 Simultaneous Test (F Test)

The simultaneous influence test is used to determine whether the independent variables jointly affect the dependent variable. The results of the simultaneous test (F test) can be seen in the following table:

**Table 8.** Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	10.757	5.378	26.465	.000 <sup>b</sup>
Residual	9.755	.203		

Dependent Variable: Work Motivation  
 Predictors: (Constant), Career Development, Job Involvement

Source: Processed Data, 2025.

Based on the simultaneous test results (F test) in Table 8 above, the calculated F value is  $26.465 > F$  table 3.19 and the significance value is  $0.000 < 0.05$ . Thus, it can be concluded that the variables Job Involvement and Career Development simultaneously have a positive and significant effect on Work Motivation.

### 3.7 Partial Test (t Test)

Based on the results of partial hypothesis testing (t-test) using SPSS, the partial test results can be seen in **Table 9**:

**Table 9.** Partial Test Results (t Test)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.247	4.700	.000
Job Involvement	.325	4.097	.000
Career Development	.216	2.179	.034

Dependent Variable: Work Motivation

Source: Processed Data, 2025

Based on the partial hypothesis testing (t-test) in **Table 9**, the calculated t-value will be compared with the table t-value. The table t-value is 1.672. The results of the t-test (partial) in Table 4.23 can be explained as follows:

1. The calculated t-value for the Job Involvement (X1) variable is  $4.097 >$  the table t-value of 1.672 and the significance value is  $0.000 < 0.05$ , so it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted. This means that Job Involvement partially has a positive and significant effect on Work Motivation. This study aligns with the research conducted by Iqbal et al., (2016), which found that Work Involvement has a partial effect on Work Motivation.
2. The calculated t-value for the Career Development (X2) variable is  $2.179 >$  the table value of 1.672, and the significance level is  $0.034 < 0.05$ . Therefore, it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted. This means that Career Development partially has a positive and significant influence on Work Motivation. These results are consistent with the research conducted by Wardani & Mahdi (2024), which found that Career Development has a partial significant effect on Employee Motivation.

## 4. CONCLUSION

This study examines the significant roles of Job Involvement and Career Development in influencing Work Motivation among civil servants at the Cooperative, Small and Medium Enterprises Department of West Kalimantan Province. The results show that both Job Involvement and Career Development have a positive and significant impact on Work Motivation. The F-test results indicate that Job Involvement and Career Development together have a significant effect on Work Motivation ( $F = 26.465$ ,  $p < 0.05$ ), while the t-test results confirm the significant impact of each variable on a partial basis, with Job Involvement having a significant effect ( $t = 4.097$ ,  $p < 0.05$ ) and Career Development also having a significant effect ( $t = 2.179$ ,  $p < 0.05$ ). These findings emphasize the importance of creating a work environment that not only promotes Job Involvement but also invests in Career Development programs to ensure that employees perceive their career prospects within the organization as clear and achievable. Organizations, particularly in the public sector, should focus on aligning job roles with employee development goals, which in turn will enhance motivation, reduce absenteeism, and encourage better job performance. Employees who perceive their career prospects as promising and their work as meaningful are more likely to be committed, motivated, and engaged in their roles. This research provides practical insights for human resource managers and policymakers in public sector organizations. It emphasizes the importance of continuous investment in programs that support both Job Involvement and Career Development. Future research could explore other factors that influence work motivation, such as organizational culture, leadership styles, and work-life balance, to further expand our understanding of employee engagement and motivation in public sector institutions.

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