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# ANALYSIS OF ORGANIZATIONAL CULTURE AND INDIVIDUAL CHARACTERISTICS OF DEVELOPMENT WITH MOTIVATION AS INTERVENING VARIABLES

By

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## ABSTRACT

The purpose of this study was to determine the effect of organizational culture and individual characteristics on career development with motivation as an intervening variable. The object of this research is the Yogyakarta City Health Office. This study used a descriptive study using a quantitative approach with a total sample size of 35 respondents. The results of this study indicate that: Organizational culture has a positive and significant effect on motivation, Individual characteristics have a positive and significant effect on motivation, motivation has a positive and significant effect on Career Development, Organizational Culture has a positive and significant effect on Career Development, Individual Characteristics Culture has a positive and significant effect on Career Development, there is no positive and significant influence between Organizational Culture on Career Development with Motivation as an intervening variable, there is no positive and significant effect between Individual Characteristics on Career Development with Motivation as an intervening variable.

**Keywords:** Organizational Culture, Individual Characteristics, Commitment, Career Development, Motivation

## INTRODUCTION

Career development in women is very much needed for companies or governments that are built by careers that are oriented towards future business challenges in facing competitors. Career development has an existence in the future that depends on HR because HR must do career work for employees which is carried out in a planned and sustainable manner every year. In other words, career development is one of the HR management activities that must be carried out as a formal activity carried out in an integrated manner with other HR activities.

Career development has a very large existence for both private and government companies because career development is a benchmark for employees in carrying out career development. If private or government companies do not carry out career development, the company or government will not be able to increase career development.

Career development is a series of positions or positions that a person holds during his tenure in both private companies and in government. Career development as an HR management activity basically has the aim of being able to improve and increase the effectiveness of work

implementation by workers so that they are able to make the best contribution in realizing company goals. According to Sutrisno (2009: 176), the right career pattern development system is able to accelerate the achievement of company goals. According to Sutrisno (2009: 176), the factors that determine career are the attitudes of leaders and colleagues, experience, education, work performance, work experience, and fate factors. Research Labbase (2010) states that factors consisting of education and training, work performance, work experience and skills of employees can simultaneously have a significant effect on career development.

Organizational culture is one of the elements in empowering employees in an organization or company. Organizations that have a strong culture can have a significant influence on the behavior and attitudes of their members (Robbins, 2002). According to Robbins and Judge (2008), organizational culture refers to a system of shared meanings held by members who dissect the organization with other organizations. Organizational culture can influence employees in their behavior, how to work with teams and how to describe work. Without an organizational culture, an employee tends to feel reluctant to carry out a task well regardless of their status in the organization, because of the lack of clarity of commitment agreement (Porwani, 2010). The concept of organizational culture is one of the tools to improve employee performance, because organizational culture affects the mindset, feelings and ways of employees acting within the company. Therefore, employees in an organization need management which is then directed to achieve organizational goals.

Another factor is the individual characteristics that must be considered in an organization where the individual characteristics of each employee form behaviors that influence each other. Different characteristics in each individual who will be carried away in the world of work. Munandar (2011: 359) states that job characteristics are a job that can give birth to three psychological conditions in an employee, namely feeling the meaning of work, taking responsibility for work results and knowledge of work results. In this study, indicators of individual characteristics includes personality (sense of belonging to work and degree of adaptation to work system reforms), perceptions (cohesiveness and attitude of leaders in describing examples), and attitudes (decision making and acceptance of new work designs).

Apart from organizational culture and individual characteristics, a factor influencing career development is motivation. Motivation is a strong factor in updating performance achievement, because motivation is the need for employees to direct their power and potential so that they can work well and productively according to predetermined plans and goals (Rivai, 2010: 22). This condition means that, if the employee's work motivation increases, the employee's performance is assumed to experience an increase. Thus motivation has an important role in this study so that it is positioned as an intervening variable, namely a variable that indirectly affects the influence of the independent variable on the dependent variable. According to Siagan (2004) in (Suwati, 2013: 43) motivation is given as a driving force for employees to mobilize their abilities, expertise, skills, energy and time in carrying out various activities that are their responsibilities and obligations, so that the goals and objectives of the organization that have been set can reached. Motivation according to (Luthans, 2006) is a process as a first step for someone to take action due to physical and physical deficiencies or in other words, an encouragement aimed at meeting certain goals. Based on the explanation of the two researchers, it can be concluded that motivation is an impetus to take action as a step to fulfill needs, to achieve organizational goals and objectives. Motivation will be effective if there is confidence in employees that by achieving organizational goals, personal goals are also achieved. Furthermore, it can be argued that the motivation variable as an intervening variable is based on a consideration that the work motivation of employees often

changes and is tidal in nature. This can contribute to the achievement of performance. In addition, employee motivation will form a dynamic work pattern in carrying out the main tasks and functions of organization or company better.

From the background description above, I took the title in this study is "Analysis of Organizational Culture, Individual Characteristics, on career development with motivation as an intervening variable."

## **METHODS**

This study uses descriptive research (Wiyono, 2011: 51). This research is conducted to get an accurate picture of a particular individual, symptom, or group. This study uses a quantitative approach because the analysis is based on existing theories and is related to the research topic. The theory used is organizational culture and individual relationships with career development through work motivation.

This study uses primary data and is obtained directly through distributing questionnaires to 35 employees at the Yogyakarta City Health Office.

## **RESULTS**

### **1. Hypothesis 1: The influence of organizational culture on motivation at the Yogyakarta City Health Office**

The results of this study indicate that there is a positive and significant influence of organizational culture on motivation in Yogyakarta City Health Office employees. This result is supported by regression analysis with organizational culture having a positive effect on motivation, because the significance value is  $0,026 < 0,05$  and the regression coefficient is positive ( $0,254$ ), so that hypothesis 1 is accepted. If the organizational culture is getting better, it can indirectly motivate employees and vice versa if the organizational culture is getting worse then it cannot motivate employees who work in the company. The success of the company is closely related to employee motivation. Those who have high motivation will increasingly focus on positive things, those who think positively will gather with those who think positive too, will be assertive, forget about past failures, be happier and more meaningful, expend their energy wisely, continue to learn and develop to carry out the task optimally.

### **2. Hypothesis 2: The effect of individual characteristics on motivation of employees of the Yogyakarta City Health Office**

The results of this study indicate that there is a positive and significant effect of individual characteristics on career development in Yogyakarta City Health Office employees because the significance value is  $0,003 < 0,05$  and the regression coefficient is positive ( $0,240$ ), so this hypothesis is accepted. When employees feel that they have abilities and interests that are in accordance with the work they are doing, have a good attitude at work, and have needs that must be met, they will increasingly create high motivation to work optimally, this is in accordance with the theory put forward by Stoner (1986: 87) explains that there are three factors that influence employee work motivation which include different individual characteristics, job characteristics and job situation characteristics. This research is supported by previous research conducted by Tivani (2013) and Oktafiah (2017) which states that there is a significant influence between individual characteristics and motivation.

### **3. Hypothesis 3: The influence of motivation on career development in Yogyakarta City Health Office employees**

The results of this study indicate that there is a positive and significant influence between motivation on career development in Yogyakarta City Health Office employees because the significance value is  $0,041 < 0,05$  and a positive regression coefficient ( $0,368$ ), so this hypothesis is accepted. For the success of an organization, motivation plays an important role. As we know that motivation is an inner drive that becomes the starting point for every organization in doing something to achieve the desired goals (Kuruja, 2013). Employee motivation is believed to increase along with the increase in professionalism and employee contribution to the organization. One of the efforts to increase employee professionalism includes career development, both in the form of increased competence, expertise and skills as well as the appointment of employees in positions or positions that are in accordance with their competence. The same research Triharyanto (2014) concluded that work motivation has a positive and significant effect on career development.

4. Hypothesis 4: The influence of organizational culture on career development for employees of the Yogyakarta City Health Office

The results of this study indicate that there is a positive and significant influence between organizational culture on career development for employees of the Yogyakarta City Health Office. Organizational culture has a positive effect on career development, because the significance value is  $0,000 < 0,05$  and the regression coefficient is positive ( $0,557$ ). so this hypothesis is accepted. If the organizational culture is getting better, the career development is getting better and vice versa if the organizational culture is not good, then the career development will be less good, this can affect, as stated by Robbin (2006: 721), organizational culture is a shared meaning system adopted by its distinguishing members. organization itself with other organizations. If the organizational culture supports employees, it will encourage employees to actively participate in decision making so that employees will develop more and their performance will be higher and career will also increase.

5. Hypothesis 5: The influence of individual characteristics on career development in Yogyakarta City Health Office employees

The results of this study indicate that there is a positive and significant influence between individual characteristics on career development in Yogyakarta City Health Office employees. Individual characteristics have a positive effect on career development, because the significance value is  $0,015 < 0,05$  and the regression coefficient is positive ( $0,211$ ), so this hypothesis is accepted. If individual characteristics are good and appropriate, it can affect career development for improvement because individual characteristics themselves consist of expertise, education and work experience must have a major concern in employee selection. This will determine an employee who is able to carry out his duties properly so that individual characteristics have a positive effect on career development

6. Hypothesis 6: The influence of organizational culture on career development with motivation as an intervening variable

The results of this study indicate that there is no positive and significant influence between organizational culture on career development through motivation as an intervening variable. This reason is supported by the results of the Sobel Test. It can be seen that the p-value is  $0,115 > 0,05$ , so this hypothesis is rejected. So it can be concluded that motivation cannot be an intervening variable between organizational culture and career development on the grounds that a leader must have a high motivation spirit so that a leader can manage and lead the feelings of himself and others and apply it in personal and social life in accordance with the goals. desired.

7. Hypothesis 7: the effect of individual characteristics on career development with motivation as an intervening variable

The results of this study indicate that there is no positive and significant influence between organizational culture on career development through motivation as an intervening variable. This reason is supported by the results of the Sobel Test. It can be seen that the p-value is  $0,072 > 0,05$  so this hypothesis is rejected. So it can be concluded that motivation cannot be an intervening variable between individual characteristics on career development, it should be with an organizational culture that is applied by a leader to be obeyed and run together in an organization, the better the organizational commitment will be, and vice versa if the culture is the less good the organization, the lower the organizational commitment.

## **DISCUSSION**

Research conducted by Nur Octaviani (2011) shows that organizational culture has a positive effect on employee motivation. This means that the increase in employee motivation is caused by the leader who maintains a feeling of commanding at work, employees who can work well together in the team, employees who can adapt quickly so that motivation in the company increases.

The results of Arief Subyantoro's research (2009) state that individual characteristics can directly and positively influence work motivation. Reinforced by the results of research by Riefka Ghzanda (2014) which states that individual characteristics have a significant effect on employee motivation.

Kaseger (2013) states that career development shows an increase in the status of a person in an organization on a predetermined pathway in the organization concerned. Parvais & Ahmed (2016) conclude that motivation is related to career development. Employee motivation is believed to increase along with the increase in professionalism and employee contribution to the organization. One of the efforts to increase employee professionalism includes career development, both in the form of increased competence, expertise and skills as well as the appointment of employees in positions or positions that are in accordance with their competence. The same research Triharyanto (2014) concluded that work motivation has a positive and significant effect on career development.

According to Anang Sujatniko, Amin Wahyudi, Rahayu Triastity (2018) in a study entitled "Analysis of the Influence of Individual Characteristics and Organizational Characteristics on Career Development at PT. Alam Damai Mitra Raya Magetan" Individual characteristics have a positive effect on career development

According to Rivai and Sagala (2013) motivation is the attitude and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are something that is not visible, which provide the power to encourage individuals to behave in achieving goals. Career development is very important for an organization because career is a need that must continue to be nurtured in an employee in order to be able to encourage his work skills. Career development must be done through the growth of employee career needs so as to create conditions and career development opportunities and make adjustments between the two. So it can be concluded that organizational culture has a positive and significant effect on career development mediated by work motivation.

Hasibuan (2007: 34) states that career development includes education, training, and transfer. Simamora (2004) states that motivation is a psychological boost that directs a person towards a

goal. If the goal has been achieved, then career development will increase, which is supported by the characteristics of the individual itself.

## **CONCLUSIONS**

- 1) The results of this study indicate that there is a positive and significant influence of organizational culture on motivation in Yogyakarta City Health Office employees. This result is supported by regression analysis with organizational culture having a positive effect on motivation, because the significance value is  $0,026 < 0,05$  and the regression coefficient positive (0,254), so hypothesis 1 is accepted.
- 2) The results of this study indicate that there is a positive and significant effect of individual characteristics on career development in Yogyakarta City Health Office employees because the significance value is  $0,003 < 0,05$  and the regression coefficient is positive (0,240), so this hypothesis is accepted.
- 3) The results of this study indicate that there is a positive and significant influence between motivation on career development in Yogyakarta City Health Office employees because the significance value is  $0,041 < 0,05$  and the regression coefficient is positive (0,368), so this hypothesis is accepted.
- 4) The results of this study indicate that there is a positive and significant influence between organizational culture on career development for employees of the Yogyakarta City Health Office. Organizational culture has a positive effect on career development, because the significance value is  $0,000 < 0,05$  and the regression coefficient is positive (0,557). ), so that this hypothesis is accepted.
- 5) The results of this study indicate that there is a positive and significant influence between individual characteristics on career development in Yogyakarta City Health Office employees. Individual characteristics have a positive effect on career development, because the significance value is  $0,015 < 0,05$  and the regression coefficient is positive (0,211 ), so that this hypothesis is accepted
- 6) The results of this study indicate that there is no positive and significant influence between organizational culture on career development through motivation as an intervening variable. This reason is supported by the results of the Sobel Test, it can be seen that the p-value is  $0,115 > 0,05$  so this hypothesis is rejected.
- 7) The results of this study indicate that there is no positive and significant influence between organizational culture on career development through motivation as an intervening variable. This reason is supported by the results of the Sobel Test. It can be seen that the p-value is  $0,072 > 0,05$ , so this hypothesis is rejected.

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