The Influence Of Career Development And Self-Regulation On The Organizational Commitment Of Civil Servants In The Transportation Agency Of Kubu Raya Regency

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Abstract. This study aims to identify the influence of Career Development and Self-Regulation on the Organizational Commitment of civil servants in the Transportation Agency of Kubu Raya Regency. The research employs an associative approach, with a saturated sampling technique. The respondents consist of 45 employees working in the Transportation Agency of Kubu Raya Regency. Data analysis was conducted using multiple linear regression analysis with SPSS 25 software. The tests conducted in this study include validity testing, reliability testing, normality testing, linearity testing, and multicollinearity testing. Hypothesis testing was performed using simultaneous testing (F-test) and partial testing (T-test). Based on the results of hypothesis testing, both simultaneous (F-test) and partial (T-test), it is found that Career Development and Self-Regulation simultaneously have a positive and significant effect on Organizational Commitment. Partially, Career Development has a positive and significant effect on Organizational Commitment, while Self-Regulation has a positive but not significant effect on Organizational Commitment.

Keywords: career development; self-regulation; organizational commitment

I. INTRODUCTION

Every organization is required to manage and optimize its human resources effectively. Human resource management is inseparable from the contribution of employees, who are expected to perform at their best to achieve organizational goals. Recognizing the critical role of employees for organizations, it is essential to pay close attention to their tasks to ensure organizational objectives are met. Organizations consistently seek human resources who are loyal, responsible, and possess a high level of organizational commitment [1].

The Transportation Agency of Kubu Raya Regency serves as an executive body for governmental affairs under regional authority. It is led by a Head of Agency, reporting to the Regent through the Regional Secretary. The agency is tasked with assisting the Regent in executing mandatory governmental duties unrelated to basic services in the transportation sector, based on Kubu Raya Regent Regulation No. 84 of 2020, which amends Kubu Raya Regent Regulation No. 100 of 2019 regarding the position, organizational structure, duties, functions, and work procedures of the Transportation Agency of Kubu Raya Regency. The agency is located at Jalan Adisucipto KM 9.2, Sungai Raya, Sungai Raya District, Kubu Raya Regency, West Kalimantan. It is a professional institution committed to supporting all activities within the Transportation Agency.

A phenomenon observed within the Transportation Agency involves fluctuations in employee attendance levels. In 2021, the attendance rate decreased by 81.37%. In 2022, it dropped further by 100%, but in 2023, the attendance rate increased by 3%.

Factors influencing employee attendance levels include Career Development and Self-Regulation. Organizations that provide effective career development opportunities and promote strong self-regulation among employees significantly impact their organizational commitment.

Career development plays a crucial role in supporting the effectiveness of individuals, teams, and organizations in achieving goals and fostering job satisfaction [2]. The success of career development heavily depends on the programs implemented by the organization and the roles undertaken by individual employees. Employees with clear career planning supported by career development are more likely to demonstrate higher organizational commitment [3]. Consequently, career development planning by employees greatly contributes to organizational progress. Employees with high organizational commitment strive to deliver their best to achieve organizational objectives.

In addition to career development, self-regulation is another aspect influencing an employee's organizational commitment. Self-regulation is shaped by internal and external factors within an individual [4].

Developing self-regulation is critical for employees as it fosters better social relationships in the workplace, enhances resilience when facing challenges, and increases the likelihood of staying with their current organization. In other words, employees with strong self-regulation are more likely to remain committed to their organization [5].

Employees with good self-regulation can significantly influence their organizational commitment. Self-regulation is closely related to the ability to manage emotions. Strong emotional intelligence provides a positive drive for addressing work challenges, which, in turn, enhances performance [6].

This study aims to provide a deeper understanding of how these two factors play a role in increasing employee commitment to the organization where they work. By understanding the important role of career development in encouraging individual performance and self-regulation in strengthening social relationships and emotional resilience among employees, this study is expected to provide insights for organizational managers to design more effective policies to increase employee organizational commitment, which will ultimately support the achievement of organizational goals in a more optimal manner.

Career Development

According to Mangkunegara in [7] development is a long-term educational process in which leaders use systematic and organized procedures to influence conceptual and theoretical knowledge to achieve common goals. According to Gunarso in [8], Career development is the progression of an employee's career journey on an individual basis, encompassing ranks or positions that can be attained throughout their tenure in an organization. According to [9], career development can be defined as the role of Human Resources (HR) in assisting employees in planning their future careers in the workplace so that both employees and the company can develop optimally.

Self-Regulation

According to Zimmerman (1989) in [10], self-regulation consists of three aspects: metacognitive, motivational, and behavioral dimensions. According to Schunk in [11], self-regulation is the use of a process that activates continuous thinking, behavior, and feelings in an effort to achieve predetermined goals. According to [12], self-regulation is the process of regulating thoughts, emotions, and actions in a planned manner to achieve specific goals. According to [13] Self-regulation is an individual's effort to regulate themselves in an activity by incorporating metacognitive abilities, motivation, and active behavior. According to [14], someone with high self-regulation is someone who effectively uses their potential in monitoring, regulating, and controlling their cognition, motivation, and behavior in the learning process.

Organizational Commitment

According to Robbins & Judge (2007) in [15], Organizational commitment is defined as a state in which an employee identifies with a particular organization and its goals and desires to maintain membership in the organization. According to [16], organizational commitment is said to be a measure of employee attachment to the organization, whether employees are willing to move in line with and give their best

in their performance for the sake of organizational goals. According to [17], organizational commitment is the level of employee involvement in an organization that is followed and feels that they have the same identity as the organization. According to Mathis & Jackson in [8] Organizational commitment is the level of trust and acceptance of employees toward the organization's goals and their desire to remain within the organization. The conceptual framework of this study is illustrated in Figure 1
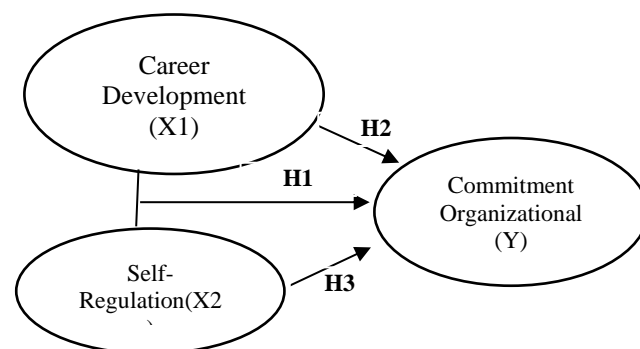

Figure 1. Conceptual Framework

The hypotheses proposed in this study are as follows:

H_1: Career Development and Self-Regulation influence Organizational Commitment

H_2: Career Development influence Organizational Commitment

H_3: Self-Regulation influence Organizational Commitment

II. RESEARCH METHOD

The research method employed in this study is an associative research approach. According to [18], "The associative method is a research problem formulation that seeks to identify relationships between two or more variables." The associative research approach in this study aims to describe the relationship between Career Development and Self-Regulation and their influence on the Organizational Commitment of Civil Servants in the Transportation Agency of Kubu Raya Regency. The population in this study comprises Civil Servants in the Transportation Agency of Kubu Raya Regency. The sampling technique used in this study is saturated sampling. According to [19], "Saturated sampling is a sampling technique in which all members of the population are used as the sample." The sample in this study consists of all civil servants in the Transportation Agency of Kubu Raya Regency, totaling 45 employees. The data in this study consist of primary data. According to [20], "Primary data are data collected directly by researchers from the first source or the location where the research object is conducted." In this study, primary data were obtained through interviews and the distribution of questionnaires. The measurement scale used in this study is the Likert scale. In data analysis, researchers used Multiple

Linear Regression Analysis, which was conducted with the help of SPSS 25 software. This method was used to see the relationship between the independent variables, namely Career Development and Self-Regulation, and the dependent variable, namely Organizational Commitment. Several statistical tests were conducted to ensure the quality and suitability of the data for the analysis model used, including validity tests to measure whether the questionnaire used measured what it was supposed to measure, reliability tests to measure the consistency of the questionnaire results, normality tests to ensure that the data was normally distributed, linearity tests to check whether the relationship between variables was linear, and multicollinearity tests to ensure that there were no overly strong relationships between independent variables. In addition, a correlation coefficient test was conducted to see the strength of the relationship between variables and a coefficient of determination test to determine how much the independent variables influence the dependent variables. Hypothesis testing was conducted in two ways: simultaneous testing using an F-test to see the combined effect of the independent variables on the dependent variable, and partial testing using a t-test to see the effect of each independent variable separately on the dependent variable.

III. RESULTS AND DISCUSSION

Validity Test

The results of the validity test for each statement in the variables Career Development (X1), Self-Regulation (X2), and Organizational Commitment (Y) are presented in Table 1 below:

Table 1. Validity Test Results

Variable	Indicator	r value	r table	Description
Career Development (X1)	X1.1	0,344	0,248	Valid
	X1.2	0,719		
	X1.3	0,610		
	X1.4	0,325		
	X1.5	0,567		
	X1.6	0,634		
	X1.7	0,561		
	X1.8	0,420		
	X1.9	0,389		
Self-Regulation (X2)	X2.1	0,560	0,248	Valid
	X2.2	0,451		
	X2.3	0,461		
	X2.4	0,486		
	X2.5	0,547		
	X2.6	0,312		
	X2.7	0,501		
	X2.8	0,591		
	X2.9	0,407		
Organizational Commitment (Y)	Y.1	0,389	0,248	Valid
	Y.2	0,386		
	Y.3	0,708		
	Y.4	0,712		
	Y.5	0,658		
	Y.6	0,645		
	Y.7	0,607		
	Y.8	0,531		
	Y.9	0,608		

Source: Processed Data, 2025

Based on Table 1, the validity test results for all research variables, namely Career Development (X1), Self-Regulation (X2), and Organizational Commitment (Y), show that the calculated r values exceed the r table value of 0.248

($r_{calculated} > r_{table}$). Thus, all items are valid.

Reliability Test

The reliability test is carried out with the aim of seeing the level of reliability of a statement as a measuring instrument. The reliability test in this study uses the Cronbach's Alpha method, a statement item can be said to be reliable if it has a Cronbach's Alpha value of 0.60. The results of the reliability test for Career Development (X1), Self-Regulation (X2) and Organisational Commitment (Y) can be seen in Table 2 below:

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Career Development (X1)	0,661	Reliable
Self-Regulation (X2)	0,580	Not Reliable
Organizational Commitment (Y)	0,764	Reliable

Source: Processed Data, 2025

Based on Table 2 above, it can be observed that the Cronbach's Alpha values for the variables in this study, namely Career Development (X1) and Organizational Commitment (Y), are greater than 0.60. Therefore, it can be concluded that all the measurement items for the Career Development (X1) and Organizational Commitment (Y) variables are reliable. Meanwhile, the Self-Regulation (X2) variable has a Cronbach's Alpha value of less than 0.60, indicating that the measurement items for the Self-Regulation (X2) variable are unreliable.

Classical Asumption Test

Normality Test

The method used in this study to measure normality is the Kolmogorov-Smirnov test. If the significance value from the Kolmogorov-Smirnov test is > 0.05, then the assumption of normality can be considered met. The results of the normality test for all variables in the study are shown in Table 3 below:

Table 3. Normality Test Results

Test	Value
N (Sample)	45
Test Statistic (Kolmogorov-Smirnov Z)	.128
Asymp.Sig.(2-tailed)	.064[c]

Source: Processed Data, 2025

The results of the normality test in Table 3 above show a significance value of 0.064 > 0.05, indicating that the data distribution in this study is normal.

Linearity Test

The linearity test was conducted using the Test for Linearity method. The results of the linearity test between the Career Development (X1) and Organizational Commitment (Y) variables, as well as the Self-Regulation (X2) and Organizational Commitment (Y) variables, are presented in Table 4 below.

Table 4. Linearity Test Results

Variable	*Deviation From Linearity* Sig	Description
Career Development *Organizational Commitment	0,612	Linier
Self-Regulation* Organizational Commitment	0,291	

Source: Processed Data, 2025

Based on the results of the linearity test in Table 4 above, it can be seen that the significance value of Deviation From Linearity for the Career Development (X1) and Organizational Commitment (Y) variable is $0.612 > 0.05$. Similarly, for the Self-Regulation (X2) and Organizational Commitment (Y) variable, the value is $0.291 > 0.05$. Therefore, it can be concluded that the relationship between the Career Development (X1) and Self-Regulation (X2) variables with Organizational Commitment (Y) is linear.

Multicollinearity Test

The multicollinearity test aims to examine whether the regression model has correlations between independent variables. Multicollinearity can be assessed by looking at the Variance Inflation Factor (VIF) and tolerance values. Multicollinearity does not occur if the VIF value is < 10.00 or the tolerance value is > 0.10. The results of the multicollinearity test in this study are shown in Table 5 below.

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF
Career Development (X1)	.915	1.093
Self-Regulation(X2)	.915	1.093

Source: Processed Data, 2025

Based on Table 5, it can be concluded that there is no multicollinearity between the independent variables in the regression model. This is indicated by the tolerance values of each variable being > 0.10 and the VIF values being < 10.

Multiple Linear Regression Analysis

The results of the multiple linear regression analysis using SPSS 25 can be seen in Table 6 below:

Table 6. Multiple Linear Regression Test Results

Variable	Coefficients	T Statistic	Significance Value
(Constant)	1.904	1.935	.060
Career Development	.420	2.432	.019
Self-Regulation	.140	.682	.499
Dependent Variable: Organizational Commitment			

Source: Processed Data, 2025

From Table 6, the multiple linear regression equation can be derived as follows:

$$Y = 1.904 + 0.420\, X1 + 0.140\, X2$$

This equation can be explained as follows:

1. The constant (a) is 1.904. This means that when Career Development (X1) and Self-Regulation (X2) are both 0, the value of Organizational Commitment (Y) will be 1.904 units.
2. The regression coefficient for the Career Development (X1) variable is 0.420. This implies that if Career Development (X1) increases by one unit, Organizational Commitment (Y) will increase by 0.420 units.
3. The regression coefficient for the Self-Regulation (X2) variable is 0.140. This implies that if Self-Regulation (X2) increases by one unit, Organizational Commitment (Y) will increase by 0.140 units.

Correlation And Determination Coefficient (R²)

The correlation and determination coefficient values in this study are presented in Table 7 below:

Table 7. Correlation And Determination Coefficient (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.401ᵃ	.161	.121	.33456
Predictors: (Constant), Self-Regulation, Career Development				

Source: Processed Data, 2025

From Table 7, it can be seen that the obtained R value (correlation) is 0.401. This value falls between 0.400 and 0.402, indicating a moderate relationship between Career Development (X1), Self-Regulation (X2), and Organizational Commitment (Y). The Determination Coefficient (R²) or R square value is 0.161, meaning that 16.1% ($1 \times 0.161 \times 100\%$) of the variation in Organizational Commitment (Y) is explained by Career Development (X1) and Self-Regulation (X2), while the remaining 83.9% is explained by other variables not included in the study.

Simultaneous Test (F Test)

The results of the simultaneous test (F test) in this study can be seen in Table 8 below:

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	.899	.450	4.018	.025ᵇ
Residual	4.701	.112		
Dependent Variable: Organizational Commitment				
Predictors: (Constant), Self-Regulational, Career Development				

Source: Processed Data, 2025

Based on the F test results in Table 8, it can be concluded that the independent variables have a significant effect on the dependent variable. This is evident from the calculated F value of $4.018 >$ the F table value of 3.20, and the significance value of $0.025 < 0.05$. This means that Career Development (X1) and Self-Regulation (X2) have a simultaneous effect on Organizational Commitment (Y).

Partial Test (T Test)

The results of the partial test (T test) in this study can be seen in Table 9 below:

Table 9. Partial Test Results (T Test)

Variable	Coefficients	T Statistic	Significance Value
(Constant)	1.904	1.935	.060
Career Development	.420	2.432	.019
Self-Regulation	.140	.682	.499
Dependent Variable: Organizational Commitment			

Source: Processed Data, 2025

Based on Table 9, the results of the partial test (T test) yield the following interpretations:

1. The t value for the Career Development (X1) variable is 2.432, the t table value is 2.015, and the significance level is $0.019 < 0.05$. This means that Career Development (X1) has a significant effect on Organizational Commitment (Y) partially.

2. The t value for the Self-Regulation (X2) variable is 0.682, which is less than the t table value of 2.015, and the significance level is $0.489 > 0.05$. This means that Self-Regulation (X2) does not have a significant partial effect on Organizational Commitment (Y).

Influence of Career Development and Self-Regulation on Organizational Commitment.

Based on the results of the simultaneous hypothesis testing (F Test), the calculated F value is $4.018 >$ the F table value of 3.20, with a significance value of $0.025 < 0.05$. This indicates that there is a simultaneous effect of Career Development and Self-Regulation on Organizational Commitment. The F value also shows a positive relationship between the three variables. Therefore, it can be concluded that **H1**, which states that Career Development and Self-Regulation have a positive and significant effect on Organizational Commitment, is accepted.

Influence of Career Development on Organizational Commitment.

Based on the results of the partial hypothesis testing (T Test), the calculated t value for Career Development is $2.432 >$ the t table value of 2.015, with a significance value of $0.019 < 0.05$. This shows that there is a partial effect of **Career Development** on **Organizational Commitment**. The t value also indicates a positive relationship between the two variables. Therefore, it can be concluded that **H2**, which states that **Career Development** has a positive and significant effect on **Organizational Commitment**, is **accepted**.

Influence of Self-Regulation on Organizational Commitment

Based on the results of the partial hypothesis testing (T Test), the calculated t value for Self-Regulation is 0.682, which is less than the t table value of 2.015, with a significance value of $0.499 > 0.05$. This indicates that there is no partial effect of Self-Regulation on Organizational Commitment. The t value also shows a positive, but not significant, relationship between the two variables. Therefore, it can be concluded that **H3**, which states that Self-Regulation has a positive and significant effect on Organizational Commitment, is **rejected**.

IV. CONCLUSIONS

Based on the findings of this study, it can be concluded that Career Development has a significant effect on Organizational Commitment, while Self-Regulation does not have a significant effect. This study shows that although Career Development has a positive impact on employee commitment at the Kubu Raya District Transportation Agency, Self-Regulation does not have a direct effect. This indicates that to increase organizational commitment, special attention needs to be paid to employee career management and development, which in turn will strengthen their loyalty to the organization. Theoretically, this study provides additional evidence of the importance of career development in the context of employee commitment, and suggests that non-technical factors such as self-regulation may require a more in-depth approach to have a greater impact. In practice, the results of this study are very useful for policy makers and human resource managers, as they can use these findings to design more effective career development policies, thereby increasing employee motivation and job satisfaction. This study also provides insights for academics to better understand the factors that shape organizational commitment in the public sector context, which can be used as a basis for further, more extensive studies. For future research, it is recommended that further studies consider other factors that may influence organizational commitment, such as leadership, work environment, or external factors such as government policies. Research could also expand the sample by involving other organizations in the public and private sectors to gain a more comprehensive understanding of the influence of career development and self-regulation on organizational commitment in various contexts.

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