

# Career Development On Job Satisfaction And Organizational Commitments

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## ABSTRACT

The aims of this research are: (1) To analyze the significance of the influence of Career Development on Job Satisfaction. (2) To analyze the significance of the influence of Career Development on Organizational Commitment. (3) To analyze the significance of the effect of Job Satisfaction on Organizational Commitment. The type of research is causal associative. The data collection method uses a census were 95 Personnel. The data collection tool used in this study was a questionnaire. Data analysis tool using SEM-PLS analysis. The conclusions that can be drawn are (1) Career Development has a positive and significant effect on Organizational Commitment. (2) Career Development has a positive and significant effect on Job Satisfaction. (3) Job Satisfaction has a positive and significant effect on the Organizational Commitment of Personnel.

Keywords: Career Development, Organizational Commitment Job Satisfaction

## INTRODUCTION

In the current era of globalization, where changes occur very quickly, uncertainty is high and competition is fierce so that organizations (businesses) and their employees are required to always improve effectiveness and efficiency. If the leadership of the organization (business) wants to retain its best employees, the organization (business) needs to implement and understand effective HR management. In HR management, one of the goals is that employees/employees commit to the organization.

Kreitner and Kinicki (2014: 165) define organizational commitment as the level at which a person knows the company and its goals. Organizational commitment is built through an identification process in which someone does something from an idea as self-development. An employee who commits will remain with his organization in conditions that are pleasant or not, as experienced by the organization. Employees will remain with their organization in joy or sorrow, attend to work regularly, give their entire day (overworking hours), protect company assets, share company goals, and others. A strong organizational commitment will encourage someone to become loyal employees or have high loyalty, to work as well as possible for the benefit of the organization (Widjojo, 2012).

Commitment to the organization means more than just formal membership because it includes an attitude of liking the organization and a willingness to exert a high level of effort for the benefit of the organization in achieving its goals. Organizational commitment is a condition in which an employee participates and strives for his efforts to achieve organizational goals and the desire to maintain his position in the organization (Irvan, 2013).

Employee organizational commitment is shown in an attitude of acceptance, a strong belief in the values and goals of the organization, as well as a strong urge to maintain and become an important part of organizational members to achieve organizational goals (June, 2016).

It cannot be denied that one of the benefits of the commitment that employees have for the organization is that it can help the organization achieve its goals. With high commitment, an employee will love his job and be able to work with a sense of responsibility. In contrast to employees who have a low commitment to their organization. High commitment will spur employees to work as well as possible so that productivity can increase and organizational goals can be achieved. Therefore, high commitment is very important for an organization to achieve the goals that are expected (Amstrong, 2003).

Factors that can affect organizational commitment are job satisfaction. Job satisfaction is one of the reasons for increased organizational commitment, individuals who are satisfied with their work will commit to the organization and vice versa if the individual is not satisfied with their work, it is difficult to commit to the organization (Shah et al., 2012).

Job satisfaction also reflects the degree to which someone likes their job. Defined formally, job satisfaction is an affective or emotional response to various aspects of a person's job. Individuals who are satisfied with their work will have commitment, participation, and attention to the organization in their work. The results of job satisfaction become a constructive approach such as commitment, participation, and organizational attention to work (Khan et al., 2014).

Wexley and Yukl (2003) say that job satisfaction is a generalization of attitudes toward work. The various attitudes of a person towards their work reflect pleasant and unpleasant experiences at work and their hopes for future experiences. A job that is fun to do, it can be said that it gives satisfaction to the shaker. Creating employee job satisfaction in the organization is very important, if employees do not achieve job satisfaction then a negative attitude will arise in the job such as reduced feelings of interest in employees towards their current work.

Studies on the relationship/influence of job satisfaction on organizational commitment have been carried out by many previous researchers including research from Valaei & Rezaei (2016) were the results of their research found that all dimensions of job satisfaction consist of satisfaction with salary, promotion, supervision, employment, and colleagues. work has a significant relationship with organizational commitment. Likewise, research from Yang (2010) Varona (1996) Testa (2001) Song, Lee, Lee, & Song, (2015), and Schwegker (2001) found that job satisfaction has a significant effect on organizational commitment.

The level of job satisfaction and organizational commitment of employees can be influenced by the design of the job they are facing. According to Wirawan (2015: 87), "Work design is an integrated job content, qualifications, and rewards for each job in a way that meets the needs of employees and organizations." This means that the work design provides assertiveness and a clear division of tasks that must be achieved by each employee according to their respective divisions. If the division of tasks given is not balanced between one employee and another, it will result in the employee being burdened and this will certainly harm the level of job satisfaction at work so that the work cannot be completed properly.

Simple job design is the determinant of all work to be performed by employees of an organization. According to Handoko (2014) job design is a function of implementing the work activities of an individual or group of employees organizationally. A good job design must be able to reflect job descriptions and job specifications that are tailored to the requirements that are

required of the employees who will occupy the position. If the placement of employees is following the demands of the job requirements, then employees tend to be satisfied with their work, because they can carry it out according to their abilities, skills, and requirements demanded by the job.

Apart from being influenced by the job design that employees face, the level of job satisfaction and organizational commitment can also be influenced by career development. Career development is needed to manage HR effectively and efficiently. According to Mathis (2006), a career itself is a series of positions related to the work occupied by a person throughout his life. From the beginning of the employee entering the organization (business), an employee should be able to plan his career path while in the organization (business), while the task of the organization (business) is only to facilitate employees and provide information on how an employee achieves his career goals, such as determining certain conditions in the organization (business). take up a certain position. Solihin, Aima, Widyastuti (2019), Febrianti, Suharto & Wachyudi (2020), found that career development has a significant effect on job satisfaction.

## THEORETICAL

### Organizational Commitment

Organizational commitment is (1) a strong desire to remain as a member of a certain organization, (2) the desire to try hard following the wishes of the organization, (3) certain beliefs and acceptance of the organization's values and goals. In other words, it shows that organizational members express their concern for the organization and its success and continuous progress (Lutahan, 2005).

Organizational commitment attitudes are determined according to person variables (age, position in the organization, and dispositions such as positive or negative effectiveness) and organization (job design, values, support, and supervisory leadership style) and even non-organizational factors such as other alternatives after deciding to join the organization.

Organizational commitment is defined as a condition in which an employee side with a particular organization and its goals and desires to maintain membership in the organization. So, high job involvement means taking sides with an individual's particular job, while high organizational commitment means siding with the organization that recruits the individual (Robbins and Judge, 2008: 101).

Steers and Poter in (Sopiah, 2008) suggest that there are several factors that affect employee commitment to the organization, namely:

- 1) Personal factors include job expectations, psychological contracts, job choice factors, personal characteristics. All of these factors will form the starting factor.
- 2) Organizational factors include initial work experience, job scope, supervision, goal consistency organizational, career, job design. All of these factors shape and give rise to responsibility.
- 3) Non-Organizational Factors which include: the availability of alternative jobs. Is a factor that does not come from within the organization.

### Job Satisfaction

Locke in Luthans (2006) defines job satisfaction that is the result of career perceptions about how well their job provides things that are considered important. According to Hasibuan (2007), "Job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected by work morale, discipline, and performance. "

Handoko (2001) also states, "Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects a person's feelings about his job "

In the opinion of Keith Devis, Wexley, and Yuki, "Job satisfaction is a feeling that supports or does not support an employee concerning his job or his condition. Job-related feelings involve

aspects such as wages or salaries received, career development opportunities, relationships with other employees, job placement, type of work, company organizational structure, quality of supervision. While the feelings related to him include age, health condition, ability, education "

Job satisfaction is related to meeting the needs of employees who feel their needs are met will perceive themselves as employees who have satisfaction with their work. Conversely, dissatisfaction arises when one or part of his needs cannot be met. Job satisfaction is one of the determinants of high and low employee performance (Robbins 2007).

### **Career Development**

Career development is basically oriented towards the development of the organization in responding to future business challenges. Every organization must accept the fact that its future existence is dependent on HR (Nawawi, 2006: 98). Without having competitive HR, an organization will experience setbacks and will eventually be excluded due to the inability to face competitors. Such conditions require organizations to carry out career development for personnel, which must be carried out in a planned and sustainable manner.

According to Anoraga (2005: 99), a career in a narrow sense (as an effort to earn a living, develop a profession, and improve one's position), a career in a broad sense (as a step forward throughout life or carve one's life). Meanwhile, according to Handoko (2011: 58) career is all job positions that are handled or held during a person's work life. Sadili Samsudin (2006: 133) defines career development as an effort to improve the technical, theoretical, conceptual, and moral abilities of employees following the needs of the job/position through education and training.

The definition of career development according to Nawawi (2006: 99), career development is a series (sequence) of positions or positions occupied by a person during a certain lifetime. This definition places the position of a worker in an organization, as part of a series of positions occupied during his lifetime.

Mangkunegara (2005), argues that career development is an employment activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves optimally. From some of the definitions of career development above, it can be concluded that career development is an effort to improve the technical, theoretical, conceptual, and moral abilities of personnel according to the needs of the job through education and training.

## **Conceptual Framework and Hypotheses**

### **Relationship between Career Development with Job Satisfaction**

Gitosudarmo and Sudipta (2015: 90) write Herzberg's Two-Factor theory related to job satisfaction which is often used at this time in the Two-Factor Theory (Motivator Hygiene Theory). Herzberg argues that workers in carrying out their work are influenced by two main factors which are needs, one of which is the motivational factor which concerns psychological needs related to respect for individuals who are directly related to their work (elements of the job itself) and are a source of job satisfaction. One of these factors is Promotion (Promotion), which is the availability of opportunities to develop in jobs and positions.

Research results from Pratiwi & Lo (2020) found that career development has a significant effect on job satisfaction. Furthermore, research results from Jusuf, Mahfudnurnajamuddin, Mallongi, & Latief (2016) found that career development has a significant effect on job satisfaction. H1: Career Development has a positive and significant effect on Job Satisfaction.

### **Relationship between Career Development with Organizational Commitment**

Organizational commitment has a significant share in achieving the goals and objectives of the company that have been set. High work commitment is desired by managers because it can be

associated with the expected positive results. High organizational commitment is a sign that an organization is well managed and is basically the result of effective behavior management.

Career development will assist employees in making themselves committed to the organization or company. Whether or not employees in career development will have an impact on work commitment. From the description above, it can be seen that career development influences work commitment where this influence can have a positive impact. the results of previous research conducted by Hidayat (2012) which resulted in career development having a positive and significant effect on organizational commitment.

H2: Career Development has a positive and significant effect on Organizational Commitment.

**Relationship between Job Satisfaction with Organizational Commitment**

According to Handoko (2001), Mathis and Jackson (2011) that job satisfaction reflects a person's feelings towards their job, when someone is satisfied with their work they will be more committed to the organization. This is in line with the research of Boles et al. (2007) in several American companies stated that the provision of appropriate salaries and promotions will affect employees' desire to remain loyal to the organization.

Research from Valaei & Rezaei (2016) where the results of their research found that all dimensions of job satisfaction consisting of satisfaction with salary, promotion, supervision, employment, and co-workers have a significant relationship with organizational commitment. Likewise, research from Song, Lee, Lee, & Song, (2015) and Schwegker (2001) found that job satisfaction has a significant effect on organizational commitment.

H3: Job Satisfaction has a positive and significant effect on Organizational Commitment.

The following is presented a conceptual framework of research,

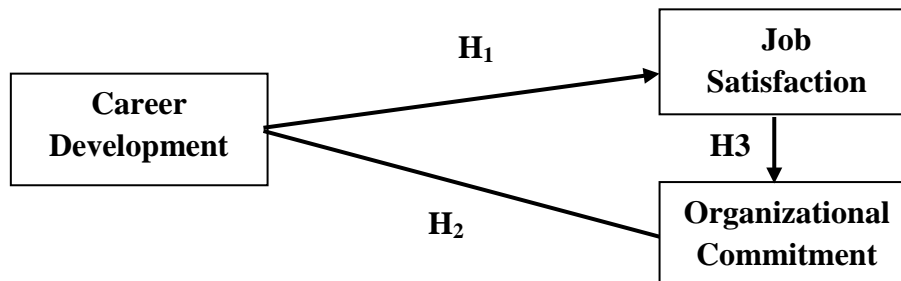


Figure 1. Research Model Conceptual Framework

**METHODS**

The approach in this research used causal associative research. This research was conducted at the Regional Police of West Nusa Tenggara Province. The respondent in this research based on 95 personnel. The data collected by questionnaire. The questionnaire is a list of questions following the indicators of the variables, the aim is to obtain information from respondents about what they feel and know. This study used SEM analysis of Partial Least Squares (PLS). PLS-SEM analysis is used following the problems studied, the condition for the number of samples that is not large and does not require normality requirements, and other requirements that are strictly following a variety of parametric statistical approaches. PLS-SEM analysis can work, both on formative indicators and reflective indicators, which in this study are reflective. It means that the indicator seems to be a

variable that is influenced by latent variables. This means that if there is a change from one indicator it will result in changes to other indicators in the same direction (Ghozali, 2011).

## RESULTS

The results of the significance level test can be seen in table 1. summarize the results of hypothesis testing with the PLS approach. The path coefficient value is obtained from the SmartPLS output which can be seen below.

Table 1. Model Structural Test Results

Influence Between Variables	Coefficient	T Statistics	P value	Information
Career Development -> Organizational Commitment	0.486	3,527	0,000	Significant
Career Development -> Job Satisfaction	0.289	2,345	0.010	Significant
Job Satisfaction -> Organizational Commitment	0.333	2,249	0,000	Significant

Based on Table 1, it explains:

- 1) Career development has a positive and significant effect on the Organizational Commitment of the Samapta Directorate Personnel at the West Nusa Tenggara Regional Police, indicated by the path coefficient value of 0.486 with a significance value of 0.000 which means positive and significant so that it can be stated that the second hypothesis can be accepted.
- 2) Career development has a positive and significant effect on the Job Satisfaction of the Samapta Directorate Personnel at the West Nusa Tenggara Regional Police, indicated by the path coefficient value of 0.289 with a significance value of 0.010 which means positive and significant, so it can be stated that the fourth hypothesis is accepted.
- 3) Job Satisfaction has a positive and significant effect on the Organizational Commitment of the Samapta Directorate Personnel at the West Nusa Tenggara Regional Police, indicated by the path coefficient value of 0.333 with a significance value of 0.013 which means positive and significant, so it can be stated that the fifth hypothesis can be accepted.

## DISCUSSION

### The Influence of Career Development on Organizational Commitment

Research result shows that Career Development has a positive and significant effect on Organizational Commitment. Career development will assist employees in making themselves committed to the organization or company. Whether or not employees in career development will have an impact on work commitment. From the description above, it can be seen that career development influences work commitment where this influence can have a positive impact.

Organizational commitment has a significant share in achieving the goals and objectives of the company that have been set. High work commitment is desired by managers because it can be associated with the expected positive results. High organizational commitment is a sign that an organization is well managed and is basically the result of effective behavior management.

The results of this study reinforce the results of research that have been conducted by Solihin, Havidz, Widyastuti (2019), Jusuf, Mahfudnurnajamuddin, Mallongi, & Latief, (2016), Ogaboh, Nkpoyen, & Ushie, (2010), Li, Tong, & Wong, (2014), Nazish, Amjad, Mehboob, Rizwan, & Sajid (2013), Benson (2003) have found that career development has a significant effect on organizational commitment.

### **The Influence Career Development on Job Satisfaction**

Research result shows that Career Development has a significant effect on Job Satisfaction. Gitosudarmo and Sudita (2015: 90) write Herzberg's Two-Factor theory related to job satisfaction which is often used at this time in the Two-Factor Theory (Motivator Hygiene Theory). Herzberg argues that workers in carrying out their work are influenced by two main factors which are needs, one of which is the motivational factor which concerns psychological needs related to respect for individuals who are directly related to their work (elements of the job itself) and are a source of job satisfaction. . One of these factors is the Promotion (Promotion), which is the availability of opportunities to develop in jobs and positions.

The results of this study also strengthen the results of research that have been conducted by Pratiwi & Lo (2020), Febrianti, Suharto, & Wachyudi (2020), Rahayu, Rasid, & Tannady, (2019), Jusuf, Mahfudnurnajamuddin, Mallongi, & Latief, (2016) found that career development has a significant effect on job satisfaction.

### **The Influence Job Satisfaction on Organizational Commitment**

Research result shows that Job Satisfaction has a positive and significant effect on Organizational Commitment. Job satisfaction reflects a person's feelings about their work, when someone is satisfied with their work they will be more committed to the organization. This is in line with the research of Boles et al. (2007) in several American companies stated that the provision of appropriate salaries and promotions will affect employees' desire to remain loyal to the organization.

Hsiao and Chen (2012) in their research conducted at several companies in Taiwan stated that job satisfaction has a significant positive effect on organizational commitment. Research by Luqman et al. (2012) in the public sector in Nigeria stated that employees will be more committed to providing services to consumers when they are satisfied with their work and allowed a career.

The results of this study reinforce the results of research that has been conducted by Valaei & Rezaei (2016) where the results of their research found that all dimensions of job satisfaction consisting of satisfaction with salary, promotion, supervision, employment, and co-workers have a significant relationship with organizational commitment. Likewise, research from Yang (2010) Varona (1996) Testa (2001) Song, Lee, Lee, & Song, (2015), and Schwegker (2001) found that job satisfaction has a significant effect on organizational commitment.

## **CONCLUSIONS**

From the results of the research and discussion above, the conclusions of the research that can be drawn are:

- 1) Career development has a positive and significant effect on the Organizational Commitment of Personnel.
- 2) Career Development has a positive and significant effect on the Job Satisfaction of personnel.
- 3) Job Satisfaction has a positive and significant effect on the Organizational Commitment of Personnel.

## **RECOMMENDATION**

The item that is perceived to be low concerning the Career Development variable is "clear information regarding career needs and development". Therefore, socialization and direction to members must be optimized again, especially when the dominance of personnel is still at the Senior High School level. It may be necessary to conduct more intense socialization so that they really understand the importance of development in work and career.

In the satisfaction variable item, the item that responded the highest was "The suitability of tasks with knowledge and skills ". To increase personnel satisfaction and commitment, work assignments within the Regional Police of West Nusa Tenggara should be adjusted to their knowledge and skills.

The item of the Organizational Commitment variable that is perceived the highest on the item "Moving from one organization to another seems unethical" so that this can be a priority in maintaining and increasing personnel commitment. The doctrines against personnel which are part of the institutional work process within the Police to instill love and sacrifice for the organization have been well accomplished. Of course, this achievement must be maintained and improved in the future so that the attitude and behavior of personnel who are ready to sacrifice are maintained.

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