

The Influence Career Development, Organizational Commitment and Leadership to Employee Performance

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Abstract— This study is focused on employee performance, particularly employee prosperity is quite influential to be taken into consideration at work for career development as one of the motivations for performance, and organizational commitment has an effect as support systems. Leadership results in slick employee performance, reflected by their skills in contributing as part of their work leading to the practice of attitudes and behaviors that align with the organization's objectives. Optimal employee performance is an indication of achieving the company's goals. The hypothesis developed by the researchers is: $H_4 =$ there is a positive and significant influence between career development (X1), organizational commitment (X2), and leadership (X3) (simultaneously) on employee performance (Y). The research aimed to know the influence of career development, organizational commitment and leadership on the performance of its employees. By conducted research from the 54 available population, a sample size of 35 employees was obtained at MPM Motor Kuanino-Kupang.

Keywords— Career Development, Employee Performance, Leadership, Organizational Commitment.

I. INTRODUCTION

The focus in this study is spotted on employee performance, particularly in wage, incentives and working time aspects for employee prosperity are quite influential to be taken into consideration at work for career development as one of the motivations for performance, and organizational commitment has an effect as support systems. In order not to have experience stress at work, the leader also be involved as a mediator between employee relations to employer as well as leadership gestures to improve employee performance.

The purpose of career development is to create employees who have good performance, by increasing their ability to perform well. Career development, such as promotion reward, will provide motivation for employees perform at their best in order company could achieve their goals.

Commitment by organization is important role in order to improving employee performance, such as work environment with supportive and friendly partners that create safe and comfortable feeling among employees that would comfort them like at home but in their workplace. That would be make employees want to continue to be committed for organization they work with. By comfortable and positive work environment, the effects improving employee performance will be developed. Moreover, the company will greatly have

benefit because the loyal employees in their work place have reliable performance.

Leadership is assisting factor aimed to achieve good employee performance. A good leadership attitude is needed by all leaders to encourage and mobilize their subordinates to achieve the company's vision and mission. Furthermore, leadership is as a mediator between supervisor and subordinates for they consult in improving employee performance if they have experience problems outside of work. By a sense of being cared for and supported by their leaders, employees would improve their performance aimed for the company they work with.

Burns in 1978 states that there are two types of leadership gestures that are often applied in company, such as transactional leadership and transformational leadership. Transactional leadership is exerts influence on followers based on the exchange of benefits for outstanding performance and a response of their self-interest at the time when they have achieved the stated goals (Bass; in Saravo, Netzel, & Kiesewetter, 2017). Transformational leadership is offered vision and mission to employees by focusing on communication that try to instil pride and earn respect also trust from employees so as the organization could attain the required results (Choi, Goh, Adam, & Tan, 2016).

II. REVIEW OF LITERATURE

2.1 Concepts

2.1.1 Career development

A career is a series of positions related to the work a person occupies throughout the life (Mathis and Jackson, 2006). A career can be defined as a pattern of work experience consisting of the entire life span of a person generally viewed with a number of phases or stages that reflect the transition from one stage of life to the future (Weinert, 2001). Career is also a process of partnership interaction in stages and cooperation between the organization, supervisor and the individual itself.

Career development is a human effort that maximizes all the potential of self to gain a position more than ever. Career development is the process of improving the work skills of individuals achieved in order to achieve the desired career (Rivai, 2009 in Deborah, 2016). Career development according to (Mondy, 2010 in Widya, 2015) is a formal approach that companies use to ensure that people with the

right qualifications and experience, are available when needed. Another opinion from (Mejia, 2007 in Widya, 2015) that says career development can be interpreted as a formal and sustainable effort that focuses on developing better employees. The same was also expressed by (H. Hadari Nawawi, 2008 in Widya, 2015) who said that career development is a formal and sustainable business focused on improving and adding the ability of a worker.

According to Adekola (2011), career development factors are two factors and can affect individual career development, namely career planning, and career management.

The purpose of career development as human resource management activities is basically to extend and promote the effectiveness of the work implementation by workers in order to be more able to make the best contribution in realizing the company's business goals. According to Byars & Rue (2004) in the goal of career development is to meet the needs of the organization in the field of human resources in the future in a timely manner, inform organizations and individuals about potential career paths in the organization, and utilize existing human resources.

2.1.2 Organization commitment

Commitment is the ability and willingness to align personal behavior with the needs, priorities and objectives of the organization. This includes ways of developing goals or fulfilling organizational objectives that essentially put the organization's mission ahead of personal interests (Soekidjan, 2009). According to Meyer and Allen (1991) in Soekidjan (2009), commitment can also define a strong acceptance of individuals towards the goals, values of the organization, and work performance, and having strong desire to persistent in the organization. Robbins and Judge (2009) define commitment as a situation in which an individual favors the organization as well as its goals and desires to maintain its membership in the organization.

Work commitment or organizational commitment is a condition perceive by employees that can lead to strong positive behavior towards the of work place they have. Robert Kreitner (2005) states that an organization's commitment reflects how an individual identifies himself or herself with the organization and is bound by its goals. Managers are advised to improve job satisfaction with the aim of achieving a higher level of commitment. Furthermore, higher commitment can facilitate the realization of higher productivity.

According to Miller and Lee (2001) in Adewale (2014), the dimensions of organizational commitment are, affective commitment, continuous commitment, and normative commitment. Employee commitment to the organization is also determined by a number of factors. According to McShane (2000), factors that can influence the organization's commitment such as, fairness and job satisfaction, job security, organizational understanding, employee engagement, and employee trust.

2.1.3 Leadership

Robbins (2011) defines leadership as the ability to influence a group in order to achieve a vision or set of goals. Leadership defined a process of direction and effort influencing activities related to the duties of the group

members (Umar, 2008). Campbell (in Campbell & Wiernik, 2015) explained that there are several functions of leadership, namely consideration, support, person-centered, initiating structure, guiding, directing, goal emphasis, empowerment & facilitation, training & coaching, and serving as a model.

Success in achieving one goal requires a professional leader, by understanding the duties and obligations as a leader, and performs the role as a leader. According to Hadari (2003:70) explains that the elements in leadership are the presence of someone who serves to lead, called a leader, the presence of others who are led, the existence of activities that move others that are done by influencing and directing their feelings, thoughts, and behaviors, there are goals to be achieved and take place in a process within the organization, both large and small organizations. Suwatno (2001:161) said, factors that influence leadership are genetic factors that display the view a person becomes a leader because of hereditary background. Second, a social factor that basically everyone is the same and can be a leader, and channeled according to his environment. Third, the talent factor that is viewed that person will only succeed in becoming a good leader, if they came up from a young age has brought leadership talent.

An effectively operating leadership role requires a person to perform two main roles, namely a role related to tasks or problem solving and the function of maintaining a group or social. The two leadership roles tend to be expressed in two different leadership styles. Leaders with have a task-oriented style, supervise employees closely to ensure the task is carried out satisfactorily. The execution of tasks is emphasized more than employee growth or personal satisfaction. Leaders with employee-oriented styles place more emphasis on motivation than controlling subordinates. Usually, leaders use both of these styles, but place more emphasis on tasks and employees.

2.1.4 Employee performance

Performance is a function of motivation and ability. To complete a task or work, the employee should have a certain degree of willingness and level of ability. The willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it. Performance is a real behavior that everyone displays as a work performance produced by employees according to their role in the company. Performance is very important in the company's efforts to achieve its goals (Rivai, 2004).

According to Bernadin (1993) (quoted in Ardianto, 2017:20), some indicators to measure the extent of employee performance that has been achieved is quality, the result level of activities performed are close to perfect in the sense of adjusting some ideal way of performing activities or fulfilling the expected goals of an activity. Second, quantity generated in number of units, number of completed activity cycles. Third, punctuality is the level of an activity completed at the desired start, seen from the point of coordination of output results as well as maximizing the time available for other activities. Fourth, effectiveness related to the level of use of human resources. Organizations are maximized with the intention of increasing profits or reducing losses from each unit in the use of resources. Fifth, independence, the level at

which an employee can perform their work functions without asking for help from the supervisor or asking for the intervention of the supervisor to avoid adverse results. Sixth, commitments related to the level of organization at which employees have a work commitment with the organization and responsibility to the organization.

According to Mangkuprawira and Hubies (2007:155-156), many factors could be influenced performance achievement. These factors consist of intrinsic factors of employees (personal / individual) or human resources and extrinsic, those are leadership, systems, teams, and situational. According to Handoko (2008:135-137), work performance assessment activities can improve employee decisions and provide feedback to them about the implementation of their work. The usefulness of work performance assessment is as an extends of work performance, compensation adjustments, placement decisions, training and development needs, planning and career development, deviations in the staffing process, job design mistakes, fair employment opportunities, external challenges, media personal relationships of employees and employers and companies, means of improving employee motivation.

2.2 Previous Research

There are several studies related to the influence of career development, organizational commitment, leadership and employee performance that have been done before. Some of them are as follows:

- a. The influence of Motivation and Career Development on Employee Performance with Job Satisfaction as an intervening variable in college employees (Panca Budi Medan) by Nanda Ameliany in 2019 in 51 samples showed: with partial test analysis, Career Development had a positive and significant effect on Employee Performance.
- b. The influence of Work Discipline, Career Development and Compensation on Employee Performance of Permata Bank Makassar by Irwan, Gunawan, Razak Munir in 2017 on 140 samples showed: Career Development positively affects Employee Performance.
- c. The influence of Leadership Training and Career Development on The Employees Performance of the UMKM Cooperative Office of West Sumatra Province by Nasfi, Rahmad, Sabri in 2020 in 25 samples showed: 1) Leadership Variables have a significant and positive influence on Employee Performance; 2) Career Development Variables have a significant and positive influence on Employee Performance.
- d. The influence of Leadership and Career Development on Job Satisfaction and its impact on Employee Performance (PT Barata Indonesia Persero Gresik) by Khusnul Khotimah in 2014 on 32 samples showed: 1) There was an insignificant influence between Leadership on Employee Performance; 2) There is an insignificant influence between Career Development and Employee Performance.
- e. Analysis of the Impact of Organizational Commitment on Employee Performance (Study on Jakarta Public Housing’s Employee) by Arina Nurandini in 2014 on 75 samples

showed: Organizational Commitment positively and significantly affect Employee Performance.

III. METHOD

A. Research methods

Research conducted by researchers is a type of correlational research. Useful research in terms of determining whether or there is no relationship between two or more variables, as well as looking at how the correlation be found among variables the application of correlational research (Kuncoro, 2003:9). Moreover, from this type of research can be known the influence of career development, organizational commitment and leadership on the performance of its employees. From the 54 available population, a sample size of 35 employees was obtained at MPM Motor Kuanino-Kupang.

B. Data Collection

RowData this study was collected through Observation. Observations are used non-behavioral observations in the form of record analysis as well as in questionnaire techniques, this study utilizes a list of questions that are structured in the form of open questions as well as multiple choice questions.

C. Analysis and Design

The method of data analysis is based on statistical science, namely descriptive statistics and inference statistics.

IV. CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESIS

A. Framework Diagram

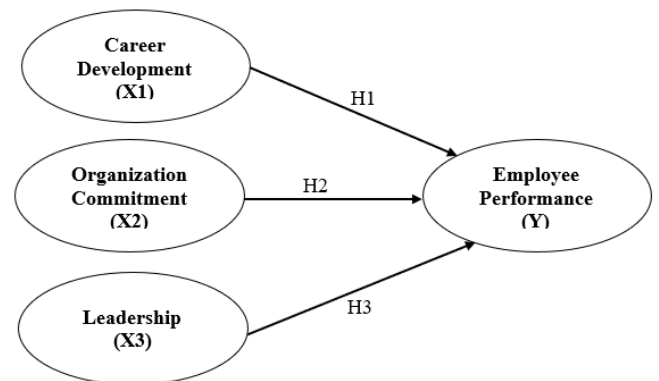


Fig. 1. Conceptual Diagram

B. Hypothesis

a. Career development to performance (H1)

Career development aims at creating employees who perform well through improving their skills in order to perform optimally. If the employee's performance has been positive at first, then the career development is only done with the intention to further boost the achievements during the process of applying every career level. But if the initial performance can be said to be negative, career development aims to make improvements so that the performance becomes positive. The initial assumption of the influence of career development on performance was obtained from the research of Nanda Ameliany (2019), Irwan, Gunawan, Razak Munir (2017), which indicates that between career development and

performance there are a positive and significant influence. Based on this explanation, the hypothesis developed by the researchers is: H1= there is a positive and significant influence between career development (X1) on employee performance (Y).

b. Organizational commitment to performance (H₂)

Prioritizing the company interests over personal interests is something that will be done by loyal employees or can be said to be employees who have a high organizational commitment. Therefore, the commitment of employees in an organization is considered very important in the company. The better the employee's performance describes the higher commitment the employee that has (Barbara, 1990 in Fuad Mas'ud, 2002). Based on research conducted by Ghorbanpour, Dehnavi, and Forough Heyrani (2014) and Heuryren Yeh and Hong (2012), the organization's commitment has a significant and positive influence on employee performance. The organization's commitment is also able to influence interests, tendencies to settle, tendency to leave, improvement of employee behavior and its impact on employee performance significantly. Based on this explanation, the hypothesis developed by the researchers is: H2= there is a positive and significant influence between the organization's commitment (X2) to employee performance (Y).

c. Leadership on performance (H₃)

Leadership results in slick employee performance, reflected by their skills in contributing as part of their work leading to the practice of attitudes and behaviors that align with the organization's objectives. Optimal employee performance is an indication of achieving the company's goals. Motivation, work environment, and leadership are various aspects that can affect employee performance. Leadership is included in the supporting factors that are important in terms of improving employee performance. Initial assumptions stating the influence of leadership on performance were stated in the research results of Virka Ginatri (2017), Sarita Permata Dewi (2012), Chandra Kusuma (2019); that leadership has a significant positive influence on employee performance. Based on this explanation, the hypothesis developed by the "researchers is: H3= there is a significant positive influence between leadership (X3) and employee performance (Y).

d. Career development, organizational commitment, leadership (simultaneously) to performance (Y)

As explained in H1, H2, and H3 above, if the employee's performance has been positive at first, then the career development is only done with the intention to further boost the achievements during the process of achieving each level of their career. But if the initial performance can be said to be negative, then the career development aims to make improvements so that the performance becomes positive. Initial assumption of career development influence on performance was obtained from the research of Nanda Ameliyany (2019), Irwan, Gunawan, Razak Munir (2017), which indicated that there is a significant positive influence between career development and employee performance.

Prioritizing the interests of the company over personal interests is something that will be done by loyal employees or can be said to be employees who have a high organizational

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Leadership results in slick employee performance, reflected by their skills in contributing as part of their work leading to the practice of attitudes and behaviors that align with the organization's objectives. Optimal employee performance is an indication of achieving the company's goals.

Based on this explanation, the hypothesis developed by the researchers is: H4= there is a positive and significant influence between career development (X1), organizational commitment (X2), and leadership (X3) (simultaneously) on employee performance (Y).

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