

The Effect of Career Development and Job Satisfaction on the Commitment of Employee Organizations of Pt. Tatamulia Nusantara Indah

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Abstract:- This research aims to test the influence of career development and job satisfaction on the commitment of employee organizations of PT. Tatamulia Nusantara Indah. The study was conducted on 147 respondents with systematic random sampling and accidental sampling. Based on the hypothetical test results using SPSS 25.0 on the multiple liner analysis model shows that career development and job satisfaction variables have a significant and positive impact on employee organization commitment as well as career development and job satisfaction together have a positive and significant impact on employee organization commitment. Based on the results of the coefficient determination test obtained the effect of free variables on bound variables by 52.4%. Based on simultaneous test results obtained that the signification value is less than alpha (0.05) so that the independent variables have a significant effect. For inter-dimensional correlation, on career development variables the strongest dimension on employee organization commitment of PT. Tatamulia Nusantara Indah is a work achievement dimension with a value of 0.508 and the dimension that has the strongest influence on job satisfaction is a promotional opportunity with a value of 0.593.

Keywords:- Career Development, Job Satisfaction, Employee Organization Commitment.

I. INTRODUCTION

The construction sector opportunities have considerable business prospects in Indonesia in line with the spirit of building the Indonesian nation in the construction world. The influx of asean free trade (AFTA) of the national construction industry will face serious threats from foreign competitors. construction services business in Indonesia increased by 18.88% or equal to 19% from 2019 to 2020. A total of 2,417 construction services companies spread across Indonesia compete for equal opportunities.

The construction sector has always been a dynamic sector. Therefore, construction services companies that have a competitive advantage are not separated from the ability obtained through the characteristics and resources of a company to have higher performance. Commitment must be grown to employees in order to provide the best performance and create the best work to continue to be trusted by customers for their company. The organization's

commitment to the company is the most important issue in the world of work. Why, commitment can be used as a competitive advantage because with the high commitment of human resources, the organization will get advantages that are not necessarily owned by other organizations. employee turnover data in 2019 that the outgoing employee is higher than the incoming employee. The tendency of employees to decide to resign is to get a chance at another company. From turnover data in 2018 and 2019 employees who left the company (resign) increased by 37%.

Furthermore, researchers conducted a survey on 28 employee respondents of PT. Tatamulia Nusantara Indah to find out what employees feel about the commitment of employee organizations.

Based on the pre-survey results on the organization's commitment to the lowest value in Affective Commitment with an average score of 3.25, many employees still choose to hesitate if they have to spend their working life on the company. Continuance Commitment averages 3.21, that employees feel no harm if they leave the organization.

This led to a decrease in employee work commitments and job dissatisfaction with employees' work performance and these complaints were often conveyed to employees who resigned in their exit interviews. Employees feel no certainty in career development. Career development strongly supports the effectiveness of individuals, groups and organizations in achieving goals and creating job satisfaction. Employees will be satisfied in working if aspects of the job and themselves are supportive.

The factor that affects the commitment of employee organizations is job satisfaction. Employees who have a high level of satisfaction with their work will have good work productivity.

From the pre-survey results of job satisfaction, of the five dimensions most gained when compared to the five lowest indicators were in satisfaction with promotion (2.86). The satisfaction of the promotion that has been felt by employees is still lacking. Employees feel injustice, the promotion policy has not gone well.

II. LITERATURE

1. Employee Organization Commitment

Allen & Meyer's employee organization commitment (1997) is a psychological construct that is the character of an organization member's relationship with his or her organization that has implications for an individual's decision to continue his or her membership in the organization.

Allen & Meyer (1997) in Sutanto & Gunawan (2013:78) there are three dimensions of organizational commitment as follows:

a) Affective commitment

This affective commitment refers to the employee's emotional relationship to the organization. employees want to be part of the company because of an emotional bond. In other words, a strong affective commitment will identify employees by being actively involved and enjoying their membership in the company.

b) Continuance Commitment

Continuance commitment relates to the employee's perception of the losses he will earn if he does not continue his work in a company.

c) Normative Commitment

Normative commitment arises from the self-values of employees who survive as members of the company because there is an awareness that committing to the company is a must or obligation. These employees only survive in the company because they feel they should have done so (ought / should).

2. Career development

Career development according to Wahyudi (2002:161) "Everyone who works for a company will have some hope in return for the sacrifice or achievement that has been given. According to Rivai (2013:278) career development indicators are:

1. Job Performance is the most important component of career development that is important for improving and developing an employee's career. Exposure, Manager or employer obtains this recognition primarily through employee performance, and achievements, written reports, oral presentations, committee work and hours spent
2. Networks work, Network work means gaining exposure outside the company. Includes personal and professional contacts. The network will be very efficacy for employees especially in the development of his career. Loyalty to the organization, low loyalty levels are common among graduates, due to too high expectations of the company where they work for the first time. Mentors and sponsors, Mentors and sponsors will assist employees in developing their careers. The adviser will provide advice or advice to employees in their career development efforts, the guidance comes from the company's internal. Opportunities to grow, Opportunities for his career development. Employees

should be given the opportunity to improve their skills, for example through trainings, courses, and continuing their education.

3. Job Satisfaction

Siagian (2015) states that job satisfaction is a way of looking at a person both positive and negative about his work. Employees who are satisfied with their work will be more productive, committed and loyal to the organization without the need for much management intervention (Abel, 2013) and can be said that the employee has high job satisfaction..

Robbins and Judge (2015 : 50), stated there are five indicators of job satisfaction:

1. Job Satisfaction. This satisfaction is achieved when an employee's work is in accordance with the interests and abilities of the employee itself.
2. Satisfaction with Income where the employee feels the salary or wages he receives in accordance with his workload and balanced with other employees who work in the organization.
3. Satisfaction with Supervisory Supervision. Employees feel they have superiors who are able to provide technical assistance and motivation.
4. Satisfaction with Colleagues. Employees are satisfied with their colleagues who are able to provide technical assistance and social encouragement.
5. Promotional Opportunities. Opportunity to improve the position of office on the organizational structure.

III. CONCEPTUAL FRAMEWORK

Conceptual Framework to make it easier to understand the problems examined. This theoretical framework is presented with the form of a scheme or image that shows the relationship of each variable as follows:

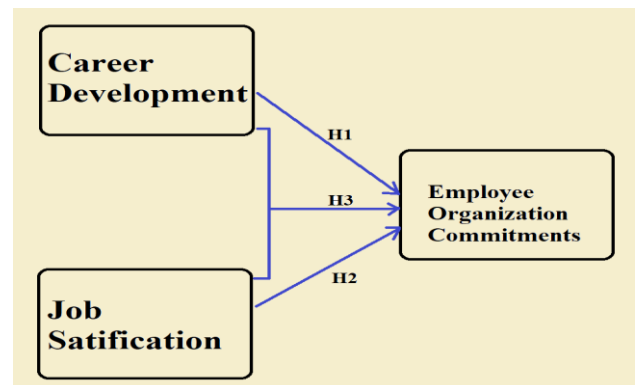


Fig 1:- Conceptual Framework

Research Hypothesis

- H1 : Career Development has a significant impact on employee organization commitments.
- H2 : Job Satisfaction has a significant impact on employee organization commitment.
- H3 : Career Development and Job satisfaction are jointly significant impacts on employee organization commitments.

IV. SAMPLE AND POPULATION

The population conducted by the study was 232 permanent employees. . Samples in this study are determined using the slovin formula. This formula uses a standard error of 5 %.. Based on the results of the calculation above, the author decided to take a sample of 147 respondents.

V. RESEARCH METHODS

A. Data source

This research uses a quantitative approach that is through statistical measurement with scientific calculations. Meanwhile, sumber data used in the study is darri primary data, secondary data, and questionnaire data.

B. Data Analysis Methods

The data analysis method used in the study by analyzing the complainant between variables based on the kuesiner is disembark and will be calculated using *SPPS software (Statsitic Packages for Social Sciences software)*. The data obtained from the questionnaire can be valid and rebel then it needs to be done validation test.

C. Descriptive Statistical Analysis

The description of the research data includes a description of variables, indicators and research instruments along with their characteristics. While the description of the respondent's data includes the respondent's gender, the age of the respondent, the education of the respondent, in the study.

D. Data Analysis Techniques

In legitimate testing there are 2 ways that are done: validity testing and reliability testing, this test is very important in measurement. Here's an explanation of that.

E. Test Validitas

The Validity test of this study was conducted by comparing *r* count with *r* table for degree of *freedom* (df) = n-2, in this case n is the number of samples and *alpha* = 0.05 is obtained from *r* table with two *tailed test*. For this testing process will use *pearson product moment correlation test*.

F. Reality Test

Testing criteria are performed using *cronbach alpha testing*. A variable is said to be reliable if it gives a value of *cronbach alpha* > 0.70 Ghozali, (2013:48).

VI. RESULTS

Respondent's Overview is that the number of respondents is mostly male by 120 people or 81 %PT. Tatamulia Nusantara Indah which has the highest age presentation is in millennials age (25-38) or by 46 %. it can be concluded that the highest of its employees exist at a productive age.

A. Validity Test

In this study, validity tests were conducted using the *SPSS 25.0 For Windows (Statistical Package For Social Sciences)* program. Based on the results of research calculated using *spss* program all items are valid, because the value of *Corected Item-Total Correlation* is greater than 0.197 with a statement if the correlation of each positive factor and its size exceeds 0.3 then this factor is a strong *construct*, so that the instrument has good construction validity. Sugiyono (2013:178).

B. Realiability Test

Instrument reliability is a requirement for testing the validity of instruments.. Valid instruments are generally reliable. The variable is said to be reliable if *the value of Cronbach Alpha* is \$0.70. Ghozali (2013:48).

Here are the reliability test results of each variable:

Variable	Cronbach's Alpha	Conclusion
Career Development	0,851	Reliable
Job Satisfaction	0,922	Reliable
Employee Organization Commitment	0,902	Reliable

Table 1 : Realiability Test Results

Based on *the Reliability Statistics* table above, where *Cronbach's Alpha value* is above 0.7. So that it can be summed up each of the variables of career development, job satisfaction, and commitment of employee organizations in the state of Reliabel..

C. Normality Test

The data normality test is a test to measure whether our data has a normal distribution or not. To test normality on this study use the normal plot and histogram analysis test.

While based on the results of the normal *chart P-P plot of regression standardized residual* indicates that the regression model already meets the assumption of normality.

The data normality test aims to find out if the sample assigned from the distributed population is normal. From kolmogorov-smirnov (K/S) test results against 147 research samples can be seen in the following table:

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		147
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.37806311
Most Extreme Differences	Absolute	.057
	Positive	.057
	Negative	-.056
Test Statistic		.057
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Table 2 :- Kolmogorov-Smirnov Test

The resulting significance is 0.20 greater than the alpha value (0.05) thus giving the decision to fail to reject Ho who concluded that the residual bus was normal.

D. Multicollinearity

Based on the calculation results where the VIF value for each Career Development variable (1,973) and Job Satisfaction (1,973), below 10, so it can be concluded that there is no Multicollinearity between independent variables in the regression model.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.096	3.643		1.124	0.263
	career development	0.206	0.121	0.137	1.703	0.011
	Job Satisfaction	0.460	0.059	0.626	7.804	0.000

Table 3:- Multiple Linear Test Results

E. Heteroskedastisity

Based on figure 2 below can be seen that the dots spread randomly as well as scattered both above and below the number 0 there is a Y axis.

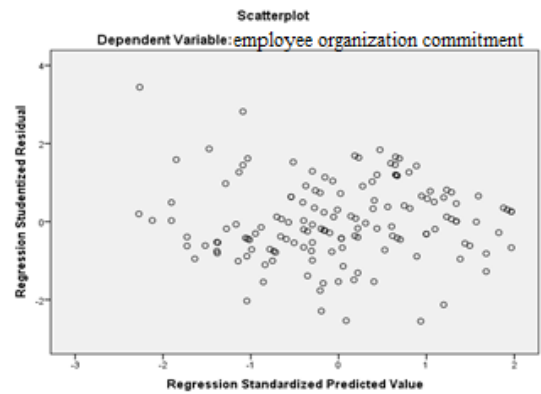


Fig 2 :- Heteroskedastisity Test Results

F. Hypothesis Test

Hypothetical tests aim to find out whether the regression coefficient is significant or not. In this study the researchers used more than one free variable, so the test used was a double liner regression analysis test.

Based on the table 3 above can be achieved as follows:

1. The Constant number of *Unstandardized Coefficients* is 4,096. This number is a constant number that means if there is no career development and job satisfaction then the constant value of employee organization commitment is 4,096.
2. The career development variable regression coefficient value is 0.206. When viewed from its significance value of 0.011, then the value of the *dihasikan* is smaller than alpha (0.05) thus giving the decision to reject H0, which concludes that career development variables have a significant effect on the variable commitment of the employee organization.
3. The value of the significance of the job satisfaction variable is 0.000, that this value is smaller than alpha (0.05) thus giving the decision to reject H0, which concludes that the work satisfaction variable has a significant effect on the employee organization's commitment variables. The value of the job satisfaction coefficient is 0.460, identifying that the increase in career development rate and job satisfaction will increase the commitment of the employee organization.
4. Based on the above data, multiple regression equations are obtained results:

$$Y = 4.096 + 0.206 (X1) + 0.460 (X2)$$

G. Determination Coefficient Results (R²)

Based on the results of table 4.12 below where the adjust value of R Square is 0.524, this means 52.4% variation in Employee Organization Commitment explained by variations from to 2 independent variables of career development and job satisfaction. While the rest (100% - 52.4% = 47.6%).

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728 ^a	0.531	0.524	4.408
a. Predictors: (Constant), Job Satisfaction, Career Development				
b. Dependent Variable: Employee Organization Commitment				

Table 4 :- Determination Coefficient Value

H. Simultaneous Significance Test Results (Test F)

Based on the results of the following ANOVA Table , the F value is calculated at 81,359 with a probability of significance of 0.000. Since the probability is much smaller than 0.01 then the regression model can be used to predict the commitment of the employee organization. Or it can be said that career development and job satisfaction affect employee organization commitments together.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3162.207	2	1581.104	81.359	.000 ^b
	Residual	2798.446	14	19.434		
	Total	5960.653	14			
a. Dependent Variable: Employee Organization Commitment						
b. Predictors: (Constant), Job Satisfaction, Career Development						

Table 5 :- Simultaneous Significance Test Results

I. Individual Significance Test (T Statistical Test).

All variables that affect employee organization commitments are career development (0.011) and job satisfaction (0.000) because the value is smaller than alpha (0.05).

Based on the analysis that has been done above according to the value of *Unstandardized Coefficient, t-count and nilai Sig*, the result that all the free variables studied have a significant influence on the bound variables that are the commitment of the employee organization.

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VII. DISCUSSION

The influence of each of the research variables associated with the theory and review of previous research can be explained in the discussion of the results of the research in detail as follows.

1. The influence of career development on commitment of employee organization PT. Tatamulia Nusantara Indah

The result of hypothetical testing on career development variables against employee organization commitment is that there is a significant influence between career development and employee organization commitment. This is based on the results of the t test calculation which shows the t count value > t table which is 1,703 > 1,693 and the significance value of 0.011 < 0.05, it can be stated that the hypothesis in this study is accepted, meaning that partial career development has a positive and significant effect on the commitment of the employee organization..Providing career development opportunities in the form of job promotion, mutation and training that improve competencies to support employee career development is an effort by the organization in shaping the commitment of employee organizations. So employees will be motivated to commit to a sustainable one.

2. The effect of job satisfaction on employee organization commitments.

The result of hypothetical testing on employee satisfaction variables against employee organization commitment is that there is a significant influence between job satisfaction and employee organization commitment. This is based on the results of the t test calculation on which shows the value of t hitung > table which is 7,804 > 1,693 and the value of significance 0.000 < 0.05, it can be stated that the hypothesis in this study is accepted, meaning that partially Job satisfaction has a positive and significant effect on the commitment of the employee organization and is considered as an experience felt by employees in the work and will ultimately affect the employee's commitment to the organization.

3. The effect of career development and job satisfaction together on employee organization commitments

F test results show that career development and job satisfaction together have a significant impact on employee organization commitment. This is proven by the result of a calculated F value of 81,359 greater than the table's F value of 2.91 and Sig. 0.000 smaller than 0.05. Based on these results shows that career development and job satisfaction simultaneously or together affect the commitment of employee organizations and have positive relationships, the higher career development and job satisfaction, the commitment of employee organizations will increase.

VIII. CONCLUSIONS AND SUGGESTIONS

A. Conclusion

Based on the results of research on the influence of career development and job satisfaction on the commitment of employee organizations of PT. Tatamulia Nusantara Indah, the conclusions obtained are as follows:

1. The success of career development depends heavily on the program implemented by the company, which is also influenced by the role of each individual employee.
2. Job satisfaction has a positive and significant impact on the commitment of employee organizations of PT. Tatamulia Nusantara Indah by 46.0%. This means that if employee job satisfaction is maintained then the commitment of the employee organization will increase. In this study the highest correlation of job satisfaction to organizational commitment was the "Promotional Opportunity" dimension which not only affects the dimensions of "Affective Commitment" but also on "Continued Commitment".
3. Through the tests that have been conducted concluded that career development and job satisfaction in a simutan or together have a positive and significant effect on the commitment of employee organizations of PT. Tatamulia Nusantara Indah.

B. Suggestions

From the above conclusion, the author wants to advise the Managerial regarding the research that has been done to increase the commitment of employee organizations to the company PT. Tatamulia Nusantara Indah and also provide advice for Academics as follows:

a) Managerial Suggestions

1. Career growth has a positive and significant impact on the commitment of employee organizations. In the dimensions of work achievement and opportunities to grow the most powerful influence to be a concern for management. Because this will greatly affect "Sustainable Commitment".
2. The job satisfaction that has the strongest correlation is "Promotional Opportunity" which affects the dimensions of "Affective and Sustainable Commitment". Researchers suggest organizations have *Talent Management on HR Departement*. This is as one of the strategies to solve the career problems of employees in the company. How to put the right people in the right place at the right time, ensure that people with qualifications and the right experience available when needed.
3. This study resulted in the effect of career development and job satisfaction together simultaneously having a positive and significant effect on employee organizational commitment at PT. Tatamulia Nusantara Indah.

b) Academic Suggestions

1. This research was conducted to find out the influence of career development and job satisfaction on the Commitment of Organiasai Employees of PT. Tatamulia Niusantara Indah which is the scope of the population in one such company. Further research advice can be to research companies (construction services) with a wider area.
2. From the results of the summary model table where the value of Rsquare is obtained a value of 52, 4% means that there are still other variables that can affect the commitment of the employee organization other than the variables that the author slits namely career development and job satisfaction. So for researchers can further expand with other factors that can affect the employee organization commitments.

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