



## THE EFFECT OF CAREER DEVELOPMENT AND ORGANIZATIONAL COMMITMENT TO EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MODERATING VARIABLE IN PT. P&P LEMBAH KARET

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**Abstract:** This study aims to determine how much influence the Career Development and Organizational Commitment on Employee Performance with Job Satisfaction as a Moderating Variable at PT. P&P Valley Karet. Methods of data collection through the distribution of questionnaires with a sample of 77 respondents PT. P&P Valley Karet. The analytical methods used are validity test, reliability test, classic assumption test, statistical test and MRA test. Based on the results of the study found that Career Development has a positive and significant effect on Employee Performance with a significant level ( $0.009 < 0.05$ ). Organizational Commitment has a positive and significant effect on Employee Performance with a significant level ( $0.000 < 0.05$ ). Career Development moderates the relationship of Job Satisfaction to Employee Performance with a significant level ( $0.041 < 0.05$ ). Organizational Commitment moderates the relationship of Job satisfaction with Employee Performance with a significant level ( $0.000 < 0.05$ ). Career Development Contribution and Organizational Commitment to Employee Performance is 58.4% while the remaining 41.6% is influenced by other variables outside this study. Finally, the authors suggest to the management of PT. P&P Lembah Karet that Employee Performance will improve if management enhances Career Development, Organizational Commitment and Job Satisfaction through its indicators.

**Keywords:** Career Development, Organizational Commitment, Job Satisfaction and Employee Performance

## INTRODUCTION

PT. P&P Lembah Karet is one of the rubber processing companies in Padang City. The company is in conducting the activities of many employees. For that PT. P&P Lembah Karet should be able to improve the performance of its employees, following sales data from PT. P&P Lembah Karet.

**Table 1. Total Sales of PT. P&P Lembah Karet 2016-2018**  
Sales / Tons

<b>Bulan</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Januari	566	1.680	1.838
Februari	969	720	1.352
Maret	1.287	1.822	2.037
April	2.740	2.760	2.272
Mei	2.850	2.440	1.958
Juni	1.600	1.996	2.204
Juli	1.808	1.272	969
Agustus	2.160	2.470	2.072
September	1.040	2.904	1.608
Oktober	2.396	1.752	2.116
Nopember	1.864	1.840	1.502
Desember	1.336	1.656	1.360
<b>Jumlah</b>	<b>20.616</b>	<b>23.312</b>	<b>21.288</b>

Source : PT.P&P Rubber Valley

Based on table 1. above, sales figures from 2016-2018 vary. The highest total sales in 2017 were 23,312 Tons and the lowest total sales in 2016 was 20,616 Tons. Sales decreased in 2018 by 21,288. This may indicate that if sales decrease then productivity also decreases and may indicate a decrease in employee performance PT. P&P Lembah Karet. The purpose of research based on background and formulation of problems, then this research aims to : 1. To determine the effect of Career Development on employee performance at PT. P&P Lembah Karet 2. To know the effect of the organization's commitment to employee performance at PT. P&P Lembah Karet 3. To know the influence of career development on employee performance moderated by job satisfaction on PT. P&P Lembah Karet 4. To know the effect of the organization's commitment to employee performance moderated by job satisfaction in PT. P&P Lembah Karet. Sri Gustina Pane and Fatmawati 's previous research (2017) entitled "Influence of organizational commitment on employee performance at Medan City National Defense Agency", stated that the organization's commitment affects employee performance. Renggani Nur'aini Vidianingtyas and Wika Harisa Putri (2016) entitled "Effect of compensation, job satisfaction, work motivation and leadership style on employee performance in the most important service company in Yogyakarta Special Region" in his research stated that work satisfaction has a positive influence on employee performance. I Gede Dody Budiarta (2018) titled "the influence of motivation and career development on job satisfaction, as well as its impact on employee performance (Study on LPD Tegal Adat Village)" in his research stated that career reduction has a significant effect on employee performance.

## LITERATUREREVIEW

### Employee Performance

According to Mulyadi (2019) performance is the result of quality work and quality achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Sinambela (2016:481) performance is the result of work that can be stamped by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the objectives of the organization legally, not unlawfully and in accordance with morals and ethics. According to Hamali (2016:98) performance is about doing the work and the results achieved from the work. Performance is about what is done and how to do it. Performance or performance of work is "the result of the quantity and quality achieved by an employee in carrying out his duties in accordance with the responsibilities given to him" Mangkunegara (2016). Performance is a function of the ability and motivation to complete a task or job. A person should have a certain degree of willingness and level of ability.

### Job Satisfaction

According to Wibowo (2016 : 131) provides a definition of work satisfaction as a positive feeling about the work as a result of the evaluation of its characteristics. Work requires interaction with colleagues and employers, following organizational rules and policies, meeting kineja standards, living with less than ideal working conditions, and the like. According to Wibowo (2016:132) viewing job satisfaction as an evaluation of a person's work and the context of the job. It is an assessment of the characteristics of the work, work environment, and emotional experience in the perceived work. According to Hartatik (2014:223) states that job satisfaction is one of the psychological aspects that reflects a person's feelings towards their work.

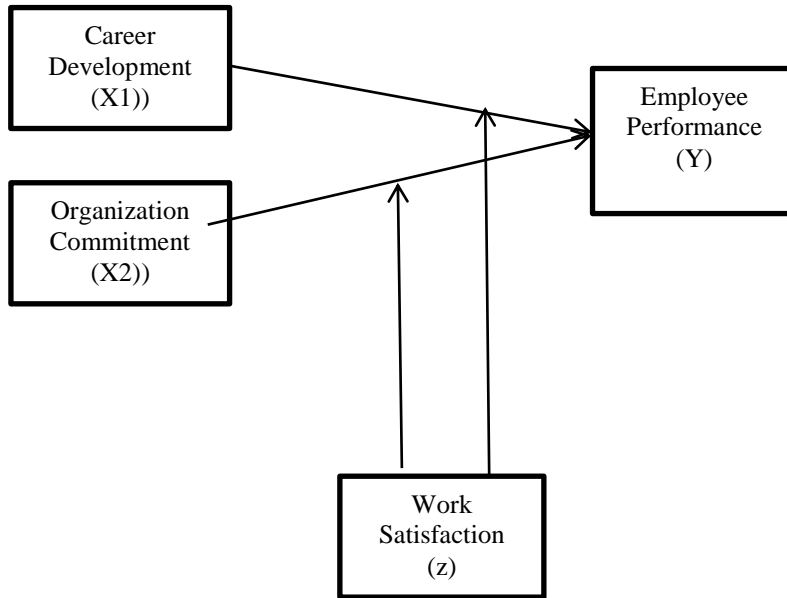
### Career Development

According to Hartatik (2014:138) career development is a change in values, attitudes, and motivations that occur in a person, because with the addition or age level will become more mature. According to Hartatik (2014:139) career development is a personal improvement that a person does to achieve a career plan. According to Sutrisno (2016:160) suggesting that the term career has been used to indicate people in each of their roles or status.

### Organizational Commitment

The organization's commitment to priansa commitment (2016:234) is employee loyalty to the organization, which is reflected in its high involvement to achieve it. Employee loyalty is reflected through the availability and willingness of employees to always strive to be part of the organization, as well as its strong desire to survive in the organization. While the commitment of the organization according to Wibowo (2016:430) is partly the desire of some workers to remain an anggota organization. Organizational commitment affects whether a worker remains a member of the organization (is retained) or leaves the organization looking for a new job (truns over).

### Conceptual Framework



## RESEARCH METHODS

### Object of research

The object of research in this study is PT. P&P Lembah Karet which is located at By Pass Km No.22 Padang, West Sumatra, Indonesia.

### Research design

In this study using quantitative methods, according to Sugiyono (2016: 14) quantitative method is a method based on the philosophy of positivism, used to research on certain populations and samples, sample collection techniques are generally carried out randomly, data collection uses research instruments, data analysis quantitative/statistical in nature with the aim of testing the predetermined hypothesis. This research was processed using SPSS 23.00.

### Data collection technique

#### Field Research

Namely, research conducted by conducting a direct observation of the agency / company that is the object of research.

#### Library Research

Namely literature study, by studying, researching, reviewing, and reviewing literature in the form of books (text books), laws and regulations, magazines, newspapers, articles, websites and previous studies that have a relationship with the problem under study.

### Population and Sample

According to Sugiyono (2015) population is a generalization area consisting of: objects / subjects that have certain qualities and characteristics that are determined by researchers to study and then draw conclusions. In this study, researchers took the population of employees who work at PT. P&P Lembah Karet as many as 330 employees.

According to Sugiyono (2016) the sample is part of the number and characteristics possessed by the population. If the population is large, it is impossible for the researcher to study

everything in the population, for example because of limited funds, personnel, and time, the researcher can use a sample taken from that population.

According to Slovin, the number of samples can be determined by the following formula:

$$n = \frac{N}{1 + Ne^2}$$

$$1 + Ne^2$$

Information :

n = Number of samples

N = Total population

e = Percentage of allowance for accuracy due to picking errors  
sample (1%, 5%, or 10%)

Based on the Slovin formula, the number of samples is obtained as follows:

$$330 / (1 + 330 [(0,1)]^2)$$

$$= 330 / 4,3$$

$$n = 76.74$$

So in this study obtained a sample of 77 respondents from a population of 330 employees of PT.P & P Lembah Karet

### Data analysis method

The analysis method used in this research is multiple regression analysis, partial test (t test), determination coefficient test (r<sup>2</sup>)

## FINDINGS AND DISCUSSION

### Multiple Regression Results

#### 1. Regression I

**Table 2.**  
**Multiple Regression Analysis Without Moderating Variables**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.009	3.060		1.310	.194
	Career development	.123	.046	.243	2.684	.009
	Organizational Commitment	.591	.089	.601	6.633	.000

a. Dependent Variable: Employee Performance

Based on table 1.2 above, it can be seen that the regression equation is as follows

$$Y = a + bX_1 + bX_2 + e$$

$$Y = 4.009 + 0,123 X_1 + 0,591 X_2 + e$$

Interpretation based on this equation can be interpreted as follows:

1. Constant 4.009 means that if career development (X<sub>1</sub>), Organizational Commitment (X<sub>2</sub>) does not exist, then employee performance (Y) remains constant at 4.009.
2. A positive regression coefficient (unidirectional) of 0.123 means that if career development (X<sub>1</sub>) is one unit, assuming the Organizational Commitment (X<sub>2</sub>) is ignored, it will result in an increase of 0.123.
3. A positive regression coefficient (unidirectional) of 0.591 means that if the Organizational Commitment (X<sub>2</sub>) is increased by one unit, with the assumption that career development (X<sub>1</sub>) is ignored, it will result in an increase of 0.591.

## Regression II

Table 3. Multiple Regression Analysis with Moderation Variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.552	.113		4.907	.000		
Career Development	.191	.058	.286	3.295	.002	.782	1.278
Organization commitment	.021	.012	.166	1.774	.080	.677	1.476
Work Satisfaction	.015	.014	.098	1.061	.292	.695	1.440
PK*KK	.033	.016	.183	2.081	.041	.759	1.317
KO*KK	.071	.017	.364	4.163	.000	.773	1.294

a. Dependent Variable:

Employee\_performance

Based on table 3 above, it can be seen that the regression equation is as follows

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 Z + \beta_4 X_1 Z + \beta_5 X_2 Z + e$$

$$Y = 0.552 - 0.191 X_1 + 0.021 X_2 + 0.015 Z + 0.033 \text{INTX1} + 0.071 \text{INTX2} + e$$

The interpretation based on this equation can be interpreted as follows:

1. Constant 0.552 means that if career development (X1), Organizational Commitment (X2), Job Satisfaction (Z), INTX1 and INTX2 do not exist, then employee performance (Y) remains constant at 0.552.
2. A positive regression coefficient (unidirectional) of 0.191 means that if Career Development (X1) is one unit, assuming Organizational Commitment (X2), Job Satisfaction (Z), INTX1 and INTX2 are ignored, it will result in an increase of 0.191.
3. A positive regression coefficient (unidirectional) of 0.021 means that if the Organizational Commitment (X2) is one unit, with the assumption that Career Development (X1), Job Satisfaction (Z), INTX1 and INTX2 are ignored, it will result in an increase of 0.021.
4. A positive regression coefficient (unidirectional) of 0.015 means that if Job Satisfaction (Z) is one unit, with the assumption that Career Development (X1), Organizational Commitment (X2), INTX1 and INTX2 are ignored, it will result in an increase of 0.015.
5. A positive regression coefficient (unidirectional) of 0.033 means that if INTX1 is one unit, assuming Organizational Commitment (X2), Job Satisfaction (Z), Career Development (X1), and INTX2 are ignored, it will result in an increase of 0.033.
6. A positive regression coefficient (unidirectional) of 0.071 means that if INTX2 is one unit, assuming Organizational Commitment (X2), Job Satisfaction (Z), Career Development (X1), and INTX1 are ignored, it will result in an increase of 0.071.

## Hypothesis testing results (t test)

**Table 4. Research Hypothesis Testing Results**

No	Hypothesis	Statement	Sig	Comparison	Hypothesis Results
1	H1	It is suspected that career development has a significant effect on employee performance	0,009	0,05	Received
2	H2	It is suspected that Organizational Commitment has a significant effect on employee performance	0,000	0,05	Received
4	H3	It is suspected that Job Satisfaction moderates Career Development on employee performance	0,041	0,05	Received
5	H4	It is suspected that Job Satisfaction moderates the Organizational Commitment to employee performance	0,000	0,05	Received

## The result of the determination coefficient test

**Table 5. Determination Test Results**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.764 <sup>a</sup>	.584	.573	2.50358	1.615

a. Predictors: (Constant), Commitment\_Organization, Career\_Development

b. Dependent Variable: Employee performance

Source: SPSS version 23.0 and primary data processed

Based on table 4.21, the R<sup>2</sup> (R square) number is 0.584 or 58.4%, this shows that the percentage of the contribution of the independent variable to the dependent variable is 0.584 or 58.4%. While the rest of 0.416 or 41.6% is influenced by other variables outside the research.

## CONCLUSION AND RECOMMENDATION

From the results of research on the influence of Career Development and Organizational Commitment on Employee Performance with Job Satisfaction as a Moderating variable at PT. The P&P Lembah Karet can be concluded that:

1. There is a positive and significant influence of Career Development on Employee Performance of PT. P&P Lembah Karet
2. There is a positive and significant effect of Organizational Commitment on Employee Performance of PT. P&P Lembah Karet
3. There is a positive and significant influence of Career Development on Employee Performance of PT. P&P Lembah Karet with Job Satisfaction as moderating variable.
4. There is a positive and significant effect of Organizational Commitment on Employee Performance of PT. P&P Lembah Karet with Job Satisfaction as moderating variable.



## Suggestion

Based on the conclusions that have been made, the authors put forward several suggestions to the employees at PT. P&P Lembah Karet as follows:

### 1. For the Company

The suggestions for the Company are as follows:

- a. Employees of PT. P&P Lembah Karet is expected to increase Career Development by providing training and promotion tools in enhancing the career of employees.
- b. Employees of PT. P&P Lembah Karet is expected to increase its Organizational Commitment by complying with all existing regulations within the company.

### 2. For Further Researchers

Further research is expected to develop the results of this study and involve relevant variables related to employee performance outside of career development and organizational commitment variables. By making other variables as moderating variables, other variables will be different. With the hope that the research results are more accurate and have far greater benefits, so that efforts can improve Employee Performance in the following years

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