

# The Influence of Career Development and Work Commitment on Employee Performance of the Ministry of Public Works and Public Housing

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## ABSTRACT

This study aims to determine and analyze the effect of career development and work commitment on the performance of the employees of the Ministry of Public Works and Public Housing of Southeast Sulawesi Province. The population in this study was 98 employees at the Ministry of Public Works and Housing of Southeast Sulawesi Province. The determination of the number of samples in this study is to use the census method, which is all taken as a sample of 98 employees. The analysis tool used is multiple linear regression using SPSS software. Based on the research results, it can be concluded that (1) Career development and work commitment have a positive and significant effect on employee performance; (2) Career development has a positive and significant effect on employee performance; and (3) work commitment has a positive and significant effect on employee performance.

## Introduction

The position and role of Civil Servants as elements of the state apparatus serving as public servants must provide fair services to the community based on loyalty and obedience to Pancasila and the 1945 Constitution. human resources have attitudes and behaviors that have the core of dedication, honesty, professionalism, responsibility, discipline, work ethic, and authority so that they can provide services according to the demands of community development. For this reason, employees who have high performance are needed in carrying out their duties.

According to Mangkunegara (2002) in Pasolong (2010) performance is the result of work in quality and quantity achieved by a person in carrying out his function by the responsibilities given to him. Fadel (2009) suggests several indicators used to measure employee performance, namely understanding of the main tasks and functions, innovation, work speed, work accuracy, and cooperation.

Factors that affect employee performance are career development and job competence. Career development is an employment activity that helps employees plan their future careers in the organization so that the organization and employees concerned can develop themselves optimally (Mangkunegara, 2005). According to Samsudin (2006), career development is an effort to improve the technical, theoretical, conceptual, and moral abilities of employees under the needs of the job/position through education and training. Career development indicators According to Siagian (2012), the factors that influence career development are fair treatment in a career, concern for direct superiors, information about various promotion opportunities, interest in being promoted, and level of satisfaction.

Work commitment is a condition of an employee who sides with a particular organization, as well as his goals and desires to maintain membership in the organization (Robbins and Judge, 2008). Work commitment is measured through three indicators, namely; affective commitment, continuance commitment, and normative commitment. A strong work commitment will make Hu-

man Resources work actively in achieving organizational goals. A strong commitment can also make Human Resources care about the organization. Human Resources will strive to improve and build a better organization. Human resources who have a high commitment will prioritize what has been promised for their organization rather than just for their interests, Robbins and Judge (2008).

Based on preliminary observations at the Ministry of Public Works and Public Housing of Southeast Sulawesi Province, it is known that employee performance has not been optimal. This is because there are still some employees who are still ineffective, where superiors place employees in certain jobs that are not by the educational background they have and are not supported by adequate skill capabilities causing them to be unable to complete their work properly.

Another phenomenon related to career development at the Ministry of Public Works and Public Housing of Southeast Sulawesi Province is that a career path is a series of positions used by an organization to transfer an employee. Based on the description presented, the researcher is interested in conducting research entitled: "The Effect of Career Development and Work Commitment on Employee Performance of the Ministry of Public Works and Public Housing of Southeast Sulawesi Province."

## **Literature review**

### **Career Development Concept**

A Career is a person's work history or a series of positions held during working life, career is a sequence of promotions or transfers to positions that are more demanding of responsibility or to better locations in the hierarchy of work relationships during working life someone. For more details, the following will suggest the meaning of career according to several experts, including:

According to Marwansyah (2015), there are two perspectives a careers as described from one perspective, a career is a series of jobs that a person undertakes during his life which is called an objective career. Meanwhile, from another perspective, career includes changes in values, attitudes, and motivations that occur with age, which is called a subjective career. Both of these perspectives put the focus on the individual. Both also assume that people have control over their destinies so that they can take advantage of opportunities to maximize the success and satisfaction of their careers.

According to Rivai and Sagala (2016), a career is all work that is owned or performed by an individual during his lifetime. Based on the various definitions above, it can be concluded that a career is a sequence of job positions held by a person in his / her job history. Career development is needed and every employee is in the course of his work life.

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

### **Work Commitment Concept**

Work commitment, another term for organizational commitment, is a dimension of behavior that can be used to assess employee tendencies. Work commitment is a condition of an employee who sides with a particular organization, as well as his goals and desires to maintain membership in the organization (Robbins and Judge, 2008). Mowday (in Sopiah, 2008) states that work commitment is the identification and involvement of someone who is relatively strong in the organization.

Work commitment has two important components, namely the attitude and the will to behave in a case. Attitude is related to identification, involvement, and loyalty, while the will depends on the circumstances to behave in a willingness to show effort (Yusof, 2007). Work commitment is a personal characteristic that is reliable and trustworthy (Byron, 2010).

Cohen in Kusumaputri (2015) defines that work commitment as the power that binds individuals to take any action towards one or more organizational goals. Meanwhile, Best (in Kusumaputri, 2015) says that individuals who are committed to carrying out special actions or behaviors are based on moral beliefs rather than personal gain.

Blau and Boal in Sopiah (2008) state that work commitment is partisanship and employee loyalty towards the organization and organizational goals. Meanwhile, Robbins in Sopiah (2008) defines work commitment as an attitude that reflects the feelings of like or dislike of employees towards the organization. Miller and Lee (in Kusumaputri, 2015) define work commitment as a condition of organizational members who are bound by their activities and beliefs, as for their function to maintain their activities and involvement in the organization. Lincoln (in Sopiah, 2008) states that work commitment includes member pride, member loyalty and members' willingness to the organization.

Baron and Armstrong (2010) say that work commitment is about knowing for sure the goals and values of the organization, the desire to belong to the organization and the ability to try to belong to the organization. Baron and Armstrong also explain that commitment can ensure an organization is seen as a "great place to work", thus making it a "leader of choice". The same thing was also expressed by Steers and Poeter (1983) who said that work commitment includes the same values and goals between individuals and companies, member involvement and also loyalty from members.

Based on a series of definitions about work commitment above, it can be concluded that work commitment is an employee attitude or behavior related to the strong desire of an organization member/employee to maintain his membership in an organization, and to support and carry out the goals of the organization or company voluntarily, and work commitment is more than just

loyalty, but more to intimacy or the inner bond of members to their organization.

### Employee Performance Concept

An organization, both public and private, is always driven by a group of people who play an active role in achieving the goals that the organization wants to achieve. Organizational goals will certainly not be achieved if the performance of members or employees is not optimal. According to Mangkunegara (2002) in Pasolong (2010) performance is the result of work in quality and quantity achieved by a person in carrying out his function by the responsibilities given to him.

Prawirosentono in Pasolong (2007) tends to use the word performance in referring to the word performance. According to him, performance is a result that can be achieved by a person or group of people in an organization, under their respective responsibilities to achieve the goals of the organization concerned legally, does not violate the law and by morals or ethics.

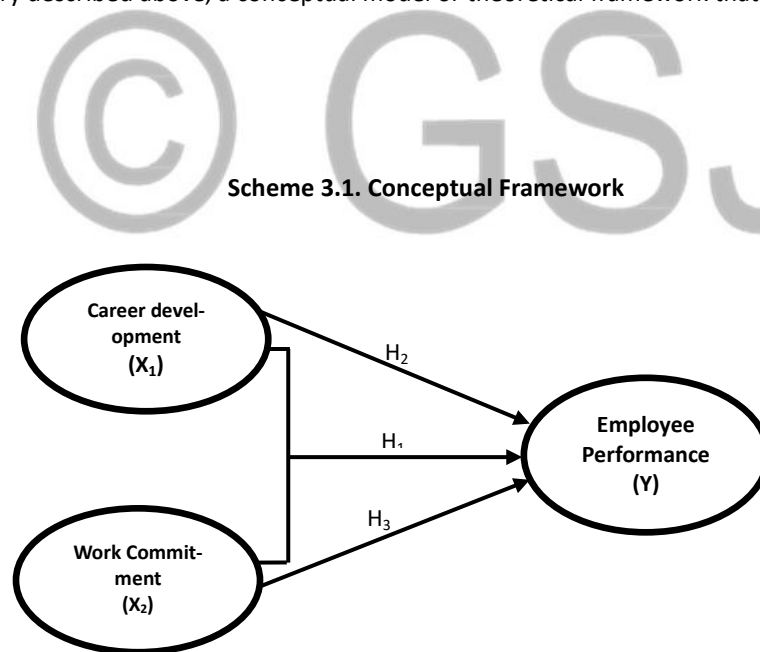
The various opinions above can illustrate that employee performance and organizational performance are very closely related, the achievement of organizational goals cannot be separated from the resources owned by the organization that is driven or run by employees who play an active role as actors to achieve organizational goals. So it can be concluded that employee performance is an assessment of a person's work in an organization by their duties and responsibilities to achieve organizational goals.

### Conceptual framework

The conceptual framework that underlies the research is the Effect of Career Development and Work Commitment on Employee Performance of the Ministry of Public Works and Public Housing in Southeast Sulawesi Province. Career development variables, indicators of career development According to Siagian (2012), suggest that factors that influence career development are fair treatment in a career, concern for direct superiors, information about various promotion opportunities, interest in being promoted, and level of satisfaction. Work commitment variables, work commitment indicators from Robbins and Judge (2008), namely; affective commitment, continuance commitment and normative commitment.

Career development and work commitment can affect performance. Employee performance indicators Fadel (2009) suggests several indicators used to measure employee performance, namely understanding of the main tasks and functions, innovation, work speed, work accuracy and cooperation.

Based on the theory described above, a conceptual model or theoretical framework that can be developed in this study is as follows:



### Research Hypothesis

Based on the theoretical basis and framework that has been put forward, a hypothesis can be proposed as a temporary conclusion as follows:

- H1: Career development and work commitment have a significant effect on the performance of employees of the Ministry of Public Works and Public Housing of Southeast Sulawesi Province.
- H2: Career development has a significant effect on the performance of the employees of the Ministry of Public Works and Public Housing of Southeast Sulawesi Province.
- H3: Work commitment has a significant effect on the performance of the employees of the Ministry of Public Works and Public Housing of Southeast Sulawesi Province.

## Research methods

### Types of research

This study aims to examine career development and work commitment to affect the performance of employees of the Ministry of Public Works and Public Housing of Southeast Sulawesi Province. The type of research used in this research is quantitative, namely collecting, compiling, processing, and analyzing data in the form of numbers which in practice are given certain treatments that are examined in it. According to Sugiyono (2010), quantitative research can be interpreted as a method based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of test the hypothesis that has been set.

### Population and Research Sample

#### Population

According to Nasution, (2008) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics. Based on the definition of population, the population of this study is all employees with the status of Civil Servants at the Ministry of Public Works and Public Housing of Southeast Sulawesi Province, amounting to 98 people.

#### Research Samples

The sample is a part or representative of the population studied because the sample size is large enough so that in determining the number of samples the researcher uses the sample by referring to Singarimbun's theory and Effendi (2006) reveals that the sample size should not be less than 5% of the existing population. The determination of the number of samples in this study is to use the census method, namely the number of samples taken from the total population of 98 employees who are civil servants.

### Data analysis technique

#### Multiple Linear Regression Analysis

Inferential statistical analysis is used to see the strength and weakness of the influence between the independent variables and the dependent variable, namely by analyzing the data that has been scored according to a predetermined measurement scale through multiple linear regression analysis using Microsoft Excel, and SPSS software. This research uses multiple linear regression analysis methods, with multiple linear regression formula as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \dots + \beta_nX_n + e \text{ (Supranto, 2005)}$$

Where:

- Y = Dependent variable
- $\beta_0$  = Constant
- $X_1, \dots, X_n$  = Independent variable to-i( i = 1,2,3, ...,n)
- $\beta_1, \dots, \beta_n$  = The regression coefficient of each variable  $X_1$  (i = 1, 2, 3 ..., n)
- e = Error factor / error rate

From this equation, it can be applied in this research as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + e$$

Where:

- Y = Employee Performance Variables
- $X_1$  = Career Development Variables
- $\beta_0$  = Constant (assumption = 0)
- $\beta_1$  = Regression coefficient  $X_1$
- $\beta_2$  = Regression coefficient  $X_2$
- $X_2$  = Work Commitment Variable
- e = Error factor

### Research result

To prove the research hypothesis proposed in this study, the multiple linear regression method is used with stages and the results of the analysis as follows:

**Table 5.11. Analyzed Variables  
Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	X2, X1 <sup>b</sup>	.	Enter

a. Dependent Variable: Y

b. All requested variables entered.

Based on table 5.11. above, it is known that the independent variables included in the regression equation are career development ( $X_1$ ) and work commitment ( $X_2$ ). While the dependent variable is employee performance (Y), the variable used in this study has fulfilled all the stages of the classical assumption test proposed.

### Koefisien Determinasi dan Korelasi

The coefficient of determination ( $R^2$ ) describes the proportion of the dependent variable which can be explained by the independent variables simultaneously. The value of the coefficient of determination ranges from  $0 \leq R^2 \leq 1$ . If the value of  $R^2$  is closer to one, the existing independent variable is getting bigger in explaining the dependent variable, but if the value of  $R^2$  is close to zero, the independent variable is getting smaller in explaining the dependent variable. The value of the coefficient of determination is as follows:

**Table 5.12. Coefficient of Determination Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,834 <sup>a</sup>	,696	,685	2,23833

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Based on table 5.12. above, it can be seen that the  $R^2$  (R-Square) value of 0.696 indicates that the magnitude of the direct influence of career development ( $X_1$ ) and work commitment ( $X_2$ ) on employee performance (Y) is 69.6%, which means that the career development variable ( $X_1$ ) and work commitment ( $X_2$ ) affect the employee performance (Y) of the Ministry of Public Works and Public Housing of Southeast Sulawesi Province. The remaining 30.4% is influenced by other variables outside of this study.

The R-value (correlation coefficient) of 0.834 indicates that the closeness of the direct relationship between career development variables ( $X_1$ ) and work commitment ( $X_2$ ) affects employee performance (Y) of the Ministry of Public Works and Public Housing in Southeast Sulawesi Province is 0.834. statistically strong. Therefore, the resulting regression model can be said to be a "Fit" model or can be a good predictive model in explaining the effect of career development and work commitment on the performance of the employees of the Ministry of Public Works and Public Housing of Southeast Sulawesi Province.

### Simultaneous Significance Test (F Test)

The simultaneous effect test (F Test) is conducted to determine whether the independent variables jointly or simultaneously affect the dependent variable. The F test value can be seen in table 5.13. as follows:

**Table 5.13. Significance Test (F Test) ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	209,100	2	104,550	20,868	,000 <sup>b</sup>
1 Residual	475,962	95	5,010		
Total	685,061	97			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Based on table 5.13. above, it is known the significance value (P-Value) at 0.000. Because the significance value (P-Value) is  $0.000 < 0.05$ , it can be interpreted that there is an influence of career development variables ( $X_1$ ), and work commitment ( $X_2$ ) simultaneously influencing employee performance (Y).

### Partial Test

To test the meaning of the job placement variable ( $X_1$ ) on employee performance (Y) is partially formed in the following hypothesis:

H0 :  $\beta_1 = 0$ : Career development does not affect positively and significant impact on the performance of the employees of the Ministry of Public Works and Public Housing of Southeast Sulawesi Province.

H1 :  $\beta_1 \neq 0$ : Career development has a positive and significant effect on the performance of the employees of the Ministry of Public Works and Public Housing in Southeast Sulawesi Province.

Based on the results of data processing using SPSS in the partial test, the following results were obtained:

**Table 5.14. Partial Test Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7,949	1,767		4,498	,000

X1	,275	,117	,265	2,348	,021
X2	,545	,179	,342	3,036	,003

a. Dependent Variable: Y

Based on table 5.14. above, obtained a p-value of 0.21 <0.05, meaning that H0 is rejected. This interprets that career development has a positive and significant effect on the performance of the employees of the Ministry of Public Works and Public Housing of Southeast Sulawesi Province.

Based on table 5.14. above, obtained a p-value of 0.003 <0.05, meaning that H0 is rejected. This interprets that work commitment has a positive and significant effect on the performance of the employees of the Ministry of Public Works and Public Housing of Southeast Sulawesi Province.

Based on the results of simultaneous and partial tests, the regression equation models that can be obtained are:

$$Y = 7,949 + 0,275 X_1 + 0,545 X_2$$

Where:

- Y = Employee performance
- X<sub>1</sub> = Career development
- X<sub>2</sub> = Work Commitment
- β<sub>0</sub> = Intercept coefficient  
(constant)

The intercept coefficient of 7.949 interprets that without involving career development and work commitment, the employee performance value is 7.949. The regression model above interprets that better career development will improve employee performance. This is due to the positive and significant value of the regression coefficient, and vice versa. Meanwhile, the better the work commitment, the greater the employee's performance. This is due to the positive and significant value of the regression coefficient, and vice versa.

## Discussion

### The Influence of Career Development on Employee Performance

The test results in this study prove that career development affects employee performance. The results of these studies can be concluded that career development affects employee performance improvement. Samsudin (2006) defines career development as an effort to improve the technical, theoretical, conceptual, and moral abilities of employees by job/position needs through education and training. Career development indicators According to Siagian (2012), the factors that influence career development are fair treatment in a career, concern for direct superiors, information about various promotion opportunities, interest in being promoted, and level of satisfaction.

The results of this study support the results of research by Ammar Balbed and Desak Ketut Sintaasih in 2019 which revealed that there is a relationship between career development and performance. In his research, it was revealed that career development has a positive and significant effect on performance. This is in line with research conducted by Abdul Haeba Ramli, and Rizki Yudhistira, (2018) showing that career development can significantly improve employee performance. Furthermore, research conducted by Novitri Nilam Sari, 2016 shows that career development affects employee performance.

Based on the results of the discussion above, it can be concluded that career development has a positive and significant effect on the performance of the employees of the Ministry of Public Works and Public Housing of Southeast Sulawesi Province. This means that the better the career development, the better the performance of the employees of the Ministry of Public Works and Public Housing of Southeast Sulawesi Province.

### The Effect of Work Commitment on Employee Performance

The test results in this study prove that work commitment has a significant and positive effect on employee performance. The results of this study can be concluded that changes in work commitment affect improving the performance of employees of the Ministry of Public Works and Public Housing of Southeast Sulawesi Province. This means that the better the work commitment of employees, the better the performance level of the employees of the Ministry of Public Works and Public Housing of Southeast Sulawesi Province.

Work commitment is a condition of an employee who sides with a particular organization, as well as his goals and desires to maintain membership in the organization (Robbins and Judge, 2008). Work commitment indicators from Robbins and Judge (2008), namely; affective commitment, continuance commitment and normative commitment.

The results of this study support the results of research conducted by Yohanes Susanto, and Sukoco, 2019 which suggest that work commitment has a positive and significant effect on performance. This is in line with research conducted by Husaini, Said Musnadi, and Amri, 2017 which shows that work commitment can significantly improve employee performance. Furthermore, research conducted by Novitri Nilam Sari, 2016 shows that work commitment to nurse performance. Based on the results of the discussion above, it can be concluded that work commitment has a significant and positive effect on the performance of the employees of the Ministry of Public Works and Public Housing of Southeast Sulawesi Province.

## Research Limitations

The results of this study have provided several findings, but there are still some things that need to be studied further. This condition is strongly influenced by several things that indirectly become the limitations of the study, namely:

1. This study does not consider other variables that may affect employee performance. It only assumes that career development and work commitment variables that have a potential relationship with employee performance have not been included in this study.
2. The number of samples used in this study is still limited, namely 98 respondents. Therefore, further researchers can increase the number of samples and different analysis approaches.

## Conclusions and suggestions

### Conclusion

Based on the results of data analysis, proving the hypothesis and discussion of the research results, several conclusions can be drawn as follows:

1. Career development and work commitment simultaneously have a positive and significant effect on employee performance. This means that every change in the increase in the variable indicators of career development and work commitment can improve employee performance.
2. Career development has a positive and significant effect on employee performance. This means that every change in the improvement of career development indicators can improve employee performance.
3. Work commitment has a positive and significant effect on employee performance. This means that every change in the increase in work commitment indicators can improve employee performance.

### Suggestion

Based on the results of data analysis, changes and conclusions of this study, the suggestions that can be put forward are:

1. For the head of the Ministry of Public Works and Public Housing of Southeast Sulawesi Province who is oriented towards employee performance, to pay more attention to career development variable indicators, namely the concern of direct superiors who need to be improved in terms of employees, they feel that the leadership appreciates the potential of employees and superiors always pay special attention to development Employee career still needs improvement.
2. For the head of the Ministry of Public Works and Public Housing of Southeast Sulawesi Province who is oriented towards employee performance, to pay more attention to the work commitment variable indicator, a namely affective commitment which is judged by employees to be happy to be part of the family in this agency and the feeling of belonging to this agency still needs improvement.
3. For further researchers, it is hoped that they will be able to utilize and develop the results of this study by using different variables such as supervision, competence, employee job satisfaction, or indicators used in each variable that need to be developed so that they are re-examined in different organizations.

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