

The Influence of Individual Career and Career Development Programs on Organizational Commitment of Lecturers Politeknik Kutaraaja Banda Aceh City with Job Satisfaction as A Variable Mediating

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ABSTRACT:

This study aims to determine the effect of individual careers and career development programs to organizational commitment and job satisfaction as a mediating variable. The sample used in this study is a lecturer at the Politeknik Kutaraaja Banda Aceh, amounting to 114 people. Methods this study used a questionnaire as a research instrument. Simple random sampling is used as a sampling technique. This technique is used at random because it provides equal opportunity to all members of the population to be designated as members of the sample. The data were then analyzed using path analysis techniques (path analysis). The results of this study indicate that individual career effect on job satisfaction, career development programs affect job satisfaction, individual career affect organizational commitment, charisma development programs affect organizational commitment, job satisfaction affects organizational commitment, individual career no effect on organizational commitment through job satisfaction, and career.

Keywords: Individual Career; Career Development; Organizational Commitment; Job Satisfaction.

JEL Classification: O15; D23; J28.

INTRODUCTION

Modern human resources always develop a response to an increasingly competitive environment [1], while the traditional working relationship with the pattern of workers and employers is old and no longer possible [2]. In order for a career to develop, it is necessary to have career planning, namely the process by which a person can choose career goals and the path to achieve these goals [3,4,5]. Career development consists of personal improvement undertaken by a person to achieve his career plan and it is this responsibility. Career development is very helpful for individuals in analyzing their abilities and interests to be more tailored. To achieve the desired career, individuals must participate in career development programs, either provided by the company or by the

individual. Every individual is required to be loyal to the organization where he works [6]. Because with high loyalty and a sense of ownership of the organization, individuals can indirectly or indirectly build and advance their organization. The organizational commitment that is built on the individual can have a positive impact on the organization.

College (university) is one of the formal means of creating competent human resources who can compete in the world of work [7,8]. Forming and developing the expertise possessed by someone. Informing and developing human resources, universities need experts to create and guide these human resources, known as Lecturers. A lecturer is someone who, based on education and expertise, is appointed by the organizers of a university. The main task of teaching at a university has three dharmas that must be fulfilled, namely education and teaching, development of knowledge, and community service. This task is directly assigned to the lecturers, while the employees play a role as support so that the implementation of the three dharmas can be carried out properly. Lecturers are the most important thing in creating useful and creative students in the future world of work. In addition, the success of a university cannot be separated from the role of a lecturer. In order to achieve a good university, Lecturers are the main reason for development. Lecturer development can be done through promotions, workshops, training, sending learning assignments.

LITERATURE REVIEW

Organizational commitment is a condition in which an employee sided with a particular organization and its goals and desires to maintain membership in the organization [9]. Organizational commitment is the level of trust and acceptance of workers towards organizational goals and has a desire to remain in the organization [10,11]. Career is a series of attitudes and behaviors related to work experiences and activities during a person's life span and a continuous series of work activities [12,13]. Career is a sequence of positions related to the work occupied by a person throughout his life [14]. Career is a sequence of activities related to work and a person's behavior, values and aspirations during that person's life span [15]. In addition, career is a person's progress in a profession or choice of a particular work field [16]. The progress referred to here is the improvement of the subject's civilization in an organization that is engaged in certain types of business choices. Career development is a lifelong series of activities (such as workshops) that contribute to one's career exploration, establishment, success, and achievement [17]. Providing the career planning tools employees need will benefit all issues. Every employee must accept responsibility for career development or career progress experienced. Some things related to the career development of an employee are:

1. Job performance
2. Exposure
3. Networking
4. Resignations
5. Loyalty to the organization (organization loyalty)
6. Mentors and sponsors
7. Subordinates who have key roles (key subordinates)
8. Opportunities to grow (growth opportunities)
9. International experience

Research on career stages concludes that individual needs and expectations change through stages [18]. The initial phase/formation phase emphasizes attention to ensuring that needs are met in the early years of work. Job satisfaction is a pleasant or unpleasant emotional state by which employees perceive their work [19,20]. Job satisfaction reflects a person's feelings towards his job.

Framework

From the description of the theoretical basis above, it can be clarified through the influence of individual career variables, career development programs on organizational commitment with job satisfaction as a mediating variable, schematically depicted as shown in the figure below:

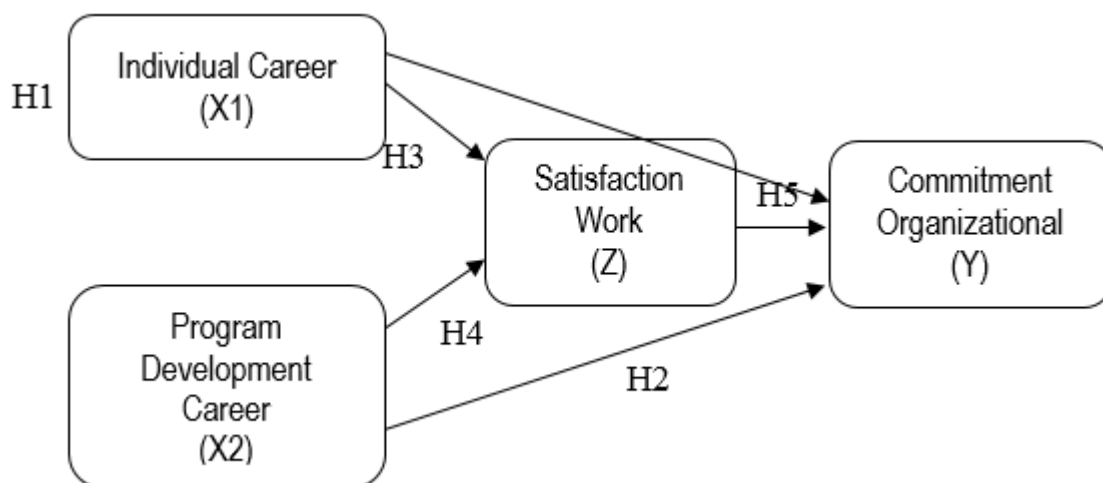


Figure 1. Research Thinking Framework

Research Hypothesis

- H1 : Individual Career Affects Job Satisfaction
- H2 : Career Development Program has an effect on job satisfaction
- H3 : Individual Career Affects Organizational Commitment
- H4 : Career Development Program has an effect on Organizational Commitment
- H5 : Job Satisfaction has an effect on Organizational Commitment
- H6 : Job Satisfaction Mediates Individual Career on Organizational Commitment
- H7 : Job Satisfaction Mediates Career Development Programs on Organizational Commitment.

RESEARCH METHODS

Sampling

Sampling was carried out using the Slovin formula, namely:

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

Where:

- n = sample size
- N = population size
- E = percentage (10%) leeway, percentage of inaccuracy due to sampling error.

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

$$n = \frac{203}{1 + (203)(0.05)^2}$$

$$n = \frac{203}{1.50} = 135,3 = 136 \text{ respondent}$$

Hypothesis testing

After measuring the variables in this study, then testing is carried out for each hypothesis. To determine whether to accept or reject the proposed hypothesis, statistical testing is necessary. This study tested the hypothesis by path analysis. Path analysis is used to analyze the pattern of relationships between causal variables (exogenous variables) and effect variables (endogenous variables) with the aim of testing and seeing the effect partially and simultaneously. The path analysis used in this study is formulated as follows:

$$Z = \beta_{zx1}X_1 + \beta_{zx2}X_2 + e_1 \dots \dots \dots (1)$$

$$Y = \beta_{yx1}X_1 + \beta_{yx2}X_2 + \beta_{yz}Z + e_2 \dots \dots \dots (2)$$

Information:

- X_1 = Individual Career
- X_2 = Career Development Program
- Y = Organizational Commitment
- Z = Job satisfaction
- β = Path Coefficient
- e = Error

The design of hypothesis testing based on the framework of thought that has been stated previously can be seen in Figure 2 is as follows:

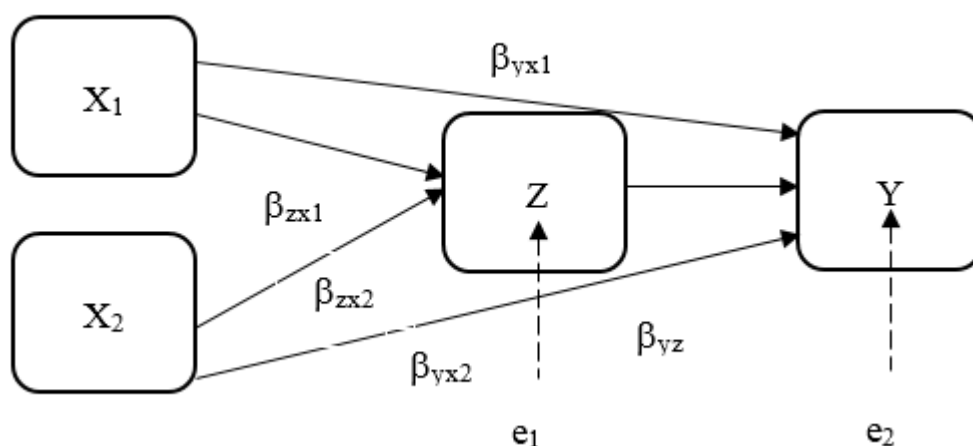


Figure 2. Research Model

RESULTS

Validity Test

Validity test is intended to measure the level of validity of an instrument. An instrument is considered valid if it is able to measure what is to be measured, so that it is able to produce data that is in accordance with the actual conditions. Validity testing in this study was carried out statistically by using the person correlation test with the help of SPSS computer software version 17.0. The test is done by comparing r count and r table. The calculated r value is the result of the correlation of respondents' answers to each question in each variable analyzed by the SPSS program, while to get the r table, it is done by using the r product moment table, which determines $\alpha = 0.05$ then n (sample) = 104 so that it is obtained two-sided table r value of 0.195. The level of validity of the indicator or questionnaire can be determined, if r count r table = valid, but if r count table = invalid. The complete validity test results can be seen in table 1 below:

Table 1. Validity Test Results

Variable	Items	R Value Calculate	Table R Value	Information
Commitment Organizational (Y)	A1	0,646	0,195	Valid
	A2	0,759		
	A3	0,645		
	A4	0,598		
	A5	0,721		
	A6	0,615		
	A7	0,551		
	A8	0,599		
	A9	0,551		
Individual Career	B1	0,730	0,195	Valid
	B2	0,817		

	B3	0,487		
	B4	0,581		
Program Development	C1	0,543	0,195	Valid
	C2	0,514		
	C3	0,681		
	C4	0,645		
Job satisfaction	D1	0,535	0,195	Valid
	D2	0,622		
	D3	0,732		
	D4	0,743		
	D5	0,662		

Source: Primary Data Processed (2022)

Based on table 1, it can be explained that the calculated r value for all the statements in each of the variables studied shows a higher number than the r table value. Therefore, it can be concluded that all items used in this study are valid for use.

Reliability Test

Table 2. Reliability Test Results

No	Variable	Average	Number of Items	Cronbach's Alpha . value	Information
1	Individual Career	3,837	4	0,742	Reliable
2	Career Development Program	3,215	4	0,642	
3	Organizational Commitment	3,712	9	0,863	
4	Job satisfaction	3,781	5	0,783	

Source: Primary Data Processed (2022)

Table 3. Regression Model $\rho_{zx}X_1 + \rho_{zx}X_2$
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.248	.325		.762	.448		
Individual Career	.188	.069	.204	2.712	.008	.798	1.254
Career development	.726	.088	.622	8.264	.000	.798	1.254

a. Dependent variabel : Job satisfaction
 Source: Primary Data 2022 (processed)

Table 4. Regression Model $\rho_{zx}X_1 + \rho_{zx}X_2$ dan $\rho_{yz}Z$
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.070	.349		3.066	.003		
Individual Career	.395	.077	.461	5.136	.000	.743	1.345
Career development	.231	.122	.213	1.897	.061	.476	2.102
Job satisfaction	.065	.106	.066	.578	.564	.457	2.189

Source: Primary Data 2022, (processed)

Partial Test Results (t-test)

The t-test was conducted to determine how the influence of individual careers and career development programs through job satisfaction on the organizational commitment of the Politeknik Kutaraja Lecturer Banda Aceh partially. Partial hypothesis testing was carried out for Hypothesis 1 (H1), Hypothesis 2 (H2), Hypothesis 3 (H3), Hypothesis 4 (H4), Hypothesis 5 (H5), Hypothesis 6 (H6), and Hypothesis 7 (H7).

From the partial test it can be concluded that :

1. H₁, accepted, because individual careers have a significant effect on job satisfaction.
2. H₂, accepted, because individual career programs have a significant effect on job satisfaction.
3. H₃, accepted, because individual careers have a significant effect on organizational commitment.
4. H₄, accepted, because career development programs affect organizational commitment.
5. H₅, accepted, because job satisfaction affects organizational commitment.
6. H₆, accepted, because individual careers affect organizational commitment through job satisfaction.
7. H₇, accepted, because career development programs affect organizational commitment through job satisfaction.

Discussion

The results of the research on hypothesis 1 there is a significant influence between individual career variables and job satisfaction. From the results of this study, it was found that the Aceh Polytechnic Agricultural Lecturer was relatively good, it could be seen from the average value of the answers obtained at 3.87. The job satisfaction of the Politeknik Kutaraja, Banda Aceh is also relatively good, which is reflected in the average answer value obtained at 3.78 where the t-point is almost 4.00 (the score for the option agrees). The higher the career, the better the job position, thus increasing job satisfaction. According to Widyanti (2012) if Basic Career individuals match their needs at work, so they can achieve high satisfaction (Santa Satisfying) [21]. Another thing is also stated by the results of research conducted by Jiang et al (2007) [22], Danziger and Valency (2006) [23], Alaxander (2007) who found that the basic individual career has a significant effect on job satisfaction [24].

The results of the research on hypothesis 2 there is a significant influence between the career development program variables and job satisfaction. From the results of the study, it was found that the career development program for Politeknik Kutaraja Lecturers was relatively good, which was reflected in the average value of the answers obtained at 3.87. Where the value of t almost reached 4.00 (score for the choice agree). According to the research results of Chen et.al. (2004) and Iskandar (2007) about the effect of Career Development Programs with Job Satisfaction [25]. Career development programs are positively correlated with job satisfaction. Similarly, Barnett & Bradley (2007) who concluded that Career Development Programs are planned as well, and organizational support for career development (OSCD) and social career cognitive theory (SCCT) have a strong relationship in increasing job satisfaction [26].

The results of the research on hypothesis 3 there is a significant influence between individual career variables and organizational commitment. From the results of this study, it was found that the individual careers of the Politeknik Kutaraja Lecturers were relatively good, which was reflected in the average score of 3.83 answers. The organizational commitment of the Politeknik Kutaraja Lecturers is relatively good, which is reflected in the average value of the answers obtained at 3.71 where the figure is close to the value of 4.00 (the score for the agree option). This finding is supported by Nachbagger & Ridle, (2002); Hedge et al (2006) Due to the wide gap between career development programs designed by organizations and individual career needs, the level of commitment to the organization will be lower [27]. The higher the individual's career, the more significant the loyalty to the organization and the higher the desire to stay in the organization.

The results of the research on hypothesis 4 have a significant effect between the career development program variables and organizational commitment. From the results of this study, it was found that the career development program for the Politeknik Kutaraja Lecturer was relatively good, as reflected in the average value of the answers obtained at 3.87. The organizational commitment of the Politeknik Kutaraja Lecturers has also been relatively good, as reflected in the average answer value obtained at 3.71 where the figure is almost close to the value of 4.00 (the score for the agree option). As stated by Dessler (2007) that in order to increase organizational commitment to provide career development support and employee promotion [28]. The results of the research on hypothesis 5 there is a significant influence between the variables of job satisfaction and organizational commitment. From the results of this study, it was found that the job satisfaction of Aceh Polytechnic Lecturers was relatively good, which was reflected in the average score of 3.78 answers. The organizational commitment of

Politeknik Kutaraja Lecturers is relatively good, which is reflected in the average value of the answers obtained at 3.71 where the figure almost reaches a value of 4.00 (the score for the option agrees). Where the Politeknik Kutaraja Lecturer has good job satisfaction so that it increases the sense of commitment of the Lecturer in the organization. (Baterman and Strasser, 1984 in Vandenberg, 1992) quoted from Trisnaningsih's research (2001:32) the reason is that it is based on a perspective on organizational commitment behavior where an employee's actions are always associated with an organization and the conditions around which these actions will determine attitudes and behavior. commitment behavior to the organization. Davis (1995) in Trisnaningsih (2001) states that a job / position that provides expectations that are in line with the wishes, desires and past experiences of a person who can make him happy, will lead to job satisfaction in an employee. This research is also in line with the results of research by Restuningdiah (2009) which states that organizational commitment has an effect on job satisfaction. This means that an educator who has loyalty to his organization tends to be satisfied in his work [29].

The results of testing hypothesis 6 explain that job satisfaction mediates individual careers on organizational commitment because the beta value is smaller than the 0.05 significance level. This shows that the influence of individual lecturers' careers on job satisfaction has an impact on organizational commitment. Organizational commitment instilled in lecturers who have good individual careers and work according to their expertise can produce maximum comfort and satisfaction in working. Commitment is usually related to one's loyalty in a relationship, with a good individual career resulting in job satisfaction, then loyalty (loyalty) to the organization will be high [30]. The results of testing hypothesis 7 explain that job satisfaction mediates career development programs on organizational commitment. This shows that the influence of the career development program on the Politeknik Kutaraja Lecturers is in the form of improving the quality of teaching that must be achieved so that it will have an impact on educational performance results. With a good career development program, job satisfaction will increase so that it can produce high organizational commitment.

CONCLUSION

Based on the results of the research that has been discussed in the previous chapter, it can be concluded as follows:

- a. Individual careers have a significant effect on job satisfaction of Politeknik Kutaraja Lecturers, Banda Aceh.
- b. Individual career development programs have a significant effect on job satisfaction of Politeknik Kutaraja Lecturers, Banda Aceh.
- c. Individual careers have a significant effect on organizational commitment of Politeknik Kutaraja Lecturers, Banda Aceh.
- d. Individual career development programs have a significant effect on organizational commitment of Politeknik Kutaraja Lecturers, Banda Aceh.
- e. Job satisfaction has a significant effect on the organizational commitment of the Politeknik Kutaraja Lecturer, Banda Aceh.
- f. Individual career has a significant effect on organizational commitment through job satisfaction of the Politeknik Kutaraja Lecturer Banda Aceh.
- g. Individual career development programs have a significant effect on organizational commitment through job satisfaction of Politeknik Kutaraja Lecturer Banda Aceh.

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