

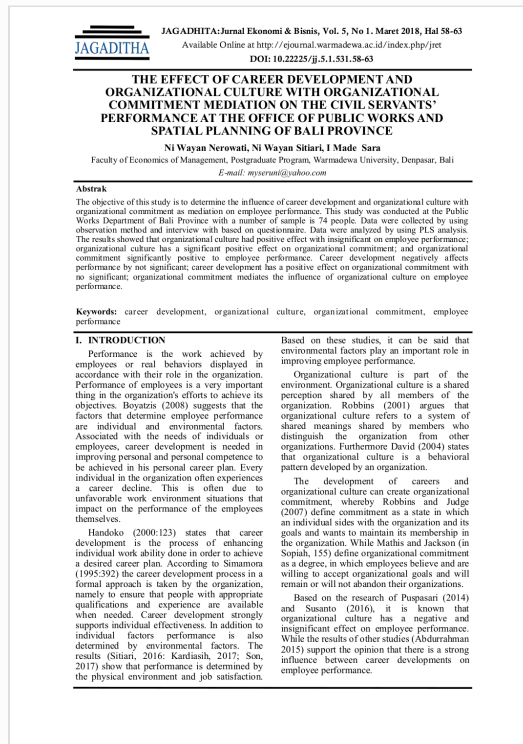


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THE EFFECT OF CAREER DEVELOPMENT AND ORGANIZATIONAL CULTURE WITH ORGANIZATIONAL COMMITMENT MEDIATION ON THE CIVIL SERVANTS' PERFORMANCE AT THE OFFICE OF PUBLIC WORKS AND SPATIAL PLANNING OF BALI PROVINCE

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Abstrak

The objective of this study is to determine the influence of career development and organizational culture with organizational commitment as mediation on employee performance. This study was conducted at the Public Works Department of Bali Province with a number of sample is 74 people. Data were collected by using observation method and interview with based on questionnaire. Data were analyzed by using PLS analysis. The results showed that organizational culture had positive effect with insignificant on employee performance; organizational culture has a significant positive effect on organizational commitment; and organizational commitment significantly positive to employee performance. Career development negatively affects performance by not significant; career development has a positive effect on organizational commitment with no significant; organizational commitment mediates the influence of organizational culture on employee performance.

Keywords: career development, organizational culture, organizational commitment, employee performance

I. INTRODUCTION

Performance is the work achieved by employees or real behaviors displayed in accordance with their role in the organization. Performance of employees is a very important thing in the organization's efforts to achieve its objectives. Boyatzis (2008) suggests that the factors that determine employee performance are individual and environmental factors. Associated with the needs of individuals or employees, career development is needed in improving personal and personal competence to be achieved in his personal career plan. Every individual in the organization often experiences a career decline. This is often due to unfavorable work environment situations that impact on the performance of the employees themselves.

Handoko (2000:123) states that career development is the process of enhancing individual work ability done in order to achieve a desired career plan. According to Simamora (1995:392) the career development process in a formal approach is taken by the organization, namely to ensure that people with appropriate qualifications and experience are available when needed. Career development strongly supports individual effectiveness. In addition to individual factors performance is also determined by environmental factors. The results (Sitiari, 2016; Kardiasih, 2017; Son, 2017) show that performance is determined by the physical environment and job satisfaction.

Based on these studies, it can be said that environmental factors play an important role in improving employee performance.

Organizational culture is part of the environment. Organizational culture is a shared perception shared by all members of the organization. Robbins (2001) argues that organizational culture refers to a system of shared meanings shared by members who distinguish the organization from other organizations. Furthermore David (2004) states that organizational culture is a behavioral pattern developed by an organization.

The development of careers and organizational culture can create organizational commitment, whereby Robbins and Judge (2007) define commitment as a state in which an individual sides with the organization and its goals and wants to maintain its membership in the organization. While Mathis and Jackson (in Sopia, 155) define organizational commitment as a degree, in which employees believe and are willing to accept organizational goals and will remain or will not abandon their organizations.

Based on the research of Puspasari (2014) and Susanto (2016), it is known that organizational culture has a negative and insignificant effect on employee performance. While the results of other studies (Abdurrahman 2015) support the opinion that there is a strong influence between career developments on employee performance.

Based on the phenomena and descriptions of previous research results above, a study entitled "The Effect of Career Development and Organization Culture with Organizational Commitment on the Civil Servants' Performance at the Office of Public Works and Spatial Planning of Bali Province" is worthy to be conducted for the following purposes: to analyze and explain the influence of career development and organizational culture on organizational commitment and employee performance.

II. RESEARCH HYPOTHESIS

The concept of research includes the concept of a logical relationship between the theoretical foundations and empirical studies described in the previous section. Based on research objectives and frame of mind, which becomes independent variable in this research is career development (X1) and organizational culture (X2), while the dependent variable is organizational commitment (Y1) and employee performance (Y2). In accordance with the number of variables identified and based on the framework of thinking, the concept that explains the relationship between variables in this study prepared so that the research hypothesis can be formulated as follows:

H1 : Career development has a positive and significant impact on organizational commitment.

H2 : Organizational culture has a positive and significant influence on Organizational Commitment

H3 : The Effect of Career Development on Employee Performance is positive and significant

H4 : The influence of Organizational Culture on Employee Performance is positive and significant

H5 : Organizational commitment has a positive and significant effect on employee performance

H6 : Organizational Commitment mediates the influence of career development on employee performance

RESEARCH METHOD

The population in this study is civil servants in the Public Works and Spatial Planning Office of Bali Province, which spread in the secretariat, field and Technical Executing Unit with the number of 288 employees and the number of samples is 74 people. Data were collected by using observation and interview methods with the guidance of questionnaire. Data were analyzed using PLS analysis.

III. RESULTS AND DISCUSSION

Results of inferential analysis

Quantitative research method using PLS analysis technique was used in analyzing the data. The results analysis is as follows:

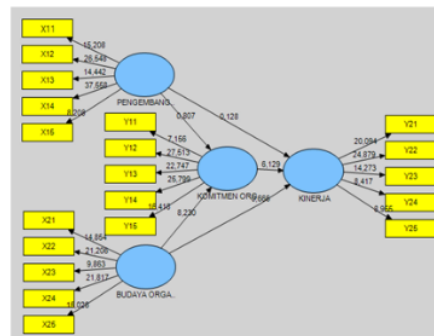


Figure 1
Path Statistical Analysis and Testing
T test results of statistic

CONSTRUCT	Original Sample (O)	T Statistics (O/STERR)	Gloss
ORGANIZATIONAL CULTURE -> PERFORMANCE	0,09	0,67	Not Significant
ORGANIZATIONAL CULTURE -> ORGANIZATIONAL COMMITMENT	0,68	8,23	Significant
ORGANIZATIONAL COMMITMENT-> PERFORMANCE	0,63	6,13	Significant
CARRIER DEVELOPMENT -> PERFORMANCE	-0,02	0,13	Not Significant
CARRIER DEVELOPMENT -> ORGANIZATIONAL COMMITMENT	0,08	0,81	Not Significant

Table 3.1

- a) The organizational culture has a positive effect of 0.09 on the performance, and the relationship is not significant at the 0.05 level because the T-Statistic score was smaller than 1.96, which is at 0.67. This result means that although career development is increasing but the increase in organizational commitment of the Public Works Office and Spatial Planning of Bali Province is not significant. Respondents' characteristics by period of service 77 percent of respondents work over 10 years, it can be said that long experience working to make civil servants in Public Works and Spatial Planning in Bali Province does not consider the need for career development. The results of this study also contradict the research conducted by Wibowo (2006), Suryatiningsih (2009), Hutagalung (2015), Silen (2016), and Budiansyah (2017) which stated that career development has a positive and significant impact on organizational commitment. Previous research has been done more in business organizations while this research was conducted on public organizations.
- b) Organizational culture has a positive effect on organizational commitment of 0.68 and the relationship is significant with t value of 8.23 is greater than T-table that is equal to 1.96. This result signifies that the more the organizational culture increases, the more organizational commitment of Public Works and Spatial Planning of Bali Province increases significantly. The results of this analysis is in accordance with the statement put forward by Tika (2006:14) in which the organizational culture as a glue for employees in an organization. The results of this study are also in line with researches conducted by Pandugo (2011), Aditama (2013), Angela and Puspasari (2014) Kurnia LG (2015)) which show that organizational culture has a positive and significant impact on organizational commitment.
- c) Organizational commitment has a positive effect of 0.63 on performance and the relationship is significant with t value of 6.13 greater than T-table value is 1.96. These results indicate that although career development is increasing, it does not have a positive and significant effect on the performance improvement of civil servants in the Public Works Office and Spatial Planning in Bali Province. Other unrelated research results are research conducted by Muhammad (2008), Kasegar (2013), egara (2014) and Rahmanita and Suwarsi (2015), whose research results show that career planning, training and career development have a positive influence and significant to employee performance.
- d) Career development has negative effect of -0.02 on performance and the relationship is not significant with the value of t arithmetic of 0.13. This result shows that although organizational culture is increasing but improvements to civil servants' performance in the Public Works and Spatial Planning Office of Bali Province are not significant. The insignificant relationship can be caused because most of the respondents are senior employees so they are well aware about the corporate organization culture.
- e) The influence of career development on organization commitment is positive and insignificant. This means that if the career development is better, commitment is

increasing. The results of this study also contradict the research conducted by Wibowo (2006), Suryatiningsih (2009), Hutagalung (2015), Silen (2016), and Budiansyah (2017) which stated that career development has a positive and significant impact on organizational commitment.

- f. Organizational commitment is a perfect mediation between career developments on performance because the direct relationship is not significant, whereas indirect relationship is significant. This means organizational commitment is able to explain the influence of career development on the performance of civil servants in the Public Works and Spatial Planning Office of Bali Province, with the mediation of organizational commitment contributing primarily to improving employee performance.
- g. Organizational commitment is a perfect mediation between organizational cultures on performance, which means that employee performance can be improved through career development followed by increased commitment. This means that the organization's commitment is able to fully explain the influence of organizational culture on the performance of civil servants in the Public Works Department and Spatial Planning of Bali Province, with the mediation of organizational commitment thus contributing in improving the performance of employees.

IV. CONCLUSION AND SUGGESTION

- a) Organizational culture has a positive and significant impact on employee performance at the Public Works Office of Bali Province.
- b) Organizational culture has a positive and significant impact on organizational commitment to the Public Works Office of Bali Province.
- c) Organizational commitment is positive and significant to employee performance at the Public Works Office of Bali Province.
- d) Career development has a negative and insignificant effect to the performance of the organization at the Public Works Office of Bali Province.
- e) Career development has a positive and insignificant effect on organizational commitment at Public Works Office of Bali Province.
- f) Organizational commitment mediates the influence and culture of the organization on employee performance at the Public Works Office of Bali Province.

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