

Research Article

The Influence of Job Analysis and Career Development on the Performance Organizational Through Organizational Commitment Pt. Multikimia Inti Pelangi

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Abstract: This study aims to determine the effect of job analysis and career development to organizational performance, determine the effect of job analysis and career development on organizational commitment, knowing the organizational commitment affect the performance of the organization and determine the effect of job analysis and career development to organizational performance through organizational commitment. The study was conducted at PT. Multikimia Inti Pelangi. Sampling using random samples involving 153 employees. Analysis of data using path analysis. Based on data analysis found that the variable job analysis and career development affect the performance of the organization. Variable job analysis and career development influence on organizational commitment. Organizational commitment variables affect the performance of the organization. The results also suggest that the role organizational commitment variable influencing variable job analysis and career development to organizational performance.

Keywords: job analysis, career development, organizational commitment, organizational performance.

INTRODUCTION

Performance is an overview of the level of achievement of activities / programs / policies in realizing the goals, objectives, mission and vision of the organization as stated in the strategic planning of an organization (Mahsun, 2006). Performance are required for the development of the organization in the future. Performance is the result of work that can be achieved by an employee or group of employees in an organization, in accordance with the authority and responsibilities of each in order to achieve organizational goals in question legally, do not break the law and in accordance with moral and ethical.

According to Kaplan and Norton (1992) the organization's performance should be measured not only in terms of financial concepts but also of non-financial. Performance can be measured by productivity, quality, consistency and so on. On the other hand measure organizational performance outcomes, behavioral and normative level, education

and concepts generated including management development (Richard, 2010).

Dwiyanto (1995) suggested three concepts that can be used as a benchmark to measure the performance of public organizations, namely: responsiveness, responsibility and accountability. Responsiveness indicator refers to the alignment between the programs and activities of the services provided by public organizations with the needs and desires of the community. The more the needs and wishes of the people who programmed and run by public organizations, the performance of the organization, the better. Responsibility, describes the extent of implementation of the activities of public organizations was conducted in accordance with the principles of proper administration or at the discretion of the organization either implicit or explicit. The more activities of public organizations was conducted in accordance with the principles of administration, rules and policies of the organization, the better performance is assessed. Accountability, refers to how much the

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policies and activities of public organizations is subject to political officials elected by the people. In this context the performance of public organizations is considered good if all or at least the majority of its activities are based on efforts to meet the expectations and wishes of the people's representatives.

The organization's performance is influenced by various factors such as job analysis, career development and organizational commitment. Job analysis is a systematic way which is able to identify and analyze the requirements of what is required in a job as well as the personnel required in a job so that human resources are able to do the job properly. From the analysis of these Jobs then the organization will be able to determine characteristics such as what should be owned by prospective employees before taking a Job, which is output in the form of job specification and job description. Job analysis is a very strategic in order to clarify the work among employees, that are not necessarily the same job titles have consequences exactly the same job and the general classification of different Jobs that have no indication expand the scope of its work. But anyway, job analysis remains a need for organizations to clarify each Job. This job analysis will clarify to both leaders and members of the work load. Only with clear boundaries, it is possible for a person to develop professionalism.

Another factor affecting the performance of the organization is the development of a career. Careers are all Jobs healthy during one's work. Career management will be used by individual employees to connect the system of labor and labor market systems. Development will support the performance of an employee or soldier. Career development has dimensions such as education and training, mutation and promotion.

Organizational commitment is also necessary in the development of organizational performance. Organizational commitment is a condition in which an employee is favoring a particular organization as well as the goals and desires to retain membership in the organization. Thus, a high job involvement means favoring certain work of an individual, while a high organizational commitment means favoring organizations that recruit such individuals. Organizational commitment is an attitude that reflects the extent to which an individual to know and adhere to the organization. An individual who has committed is likely to see himself as a true member of the organization. Meanwhile, according Kreitner and Kinicki (2015).

LITERATURE RIVIEW

Organizational Performance

The terms of raw performance can be interpreted as a vote to determine the final goal to be achieved by individuals, groups and organizations. In this sense performance is a tool that can be used to measure the level of achievement or group and individual policies. Some opinions about the performance also expressed by some experts as follows:

According to Keban (2004) performance is the translation of performance that is often interpreted as "appearance", "protest" or "achievement". It also agreed with the said Mangkunegara (2008) that the term is derived from the performance of job performance or the actual performance of the job performance or achievements to be achieved.

According to Keban (2004) the achievement of results (performance) can be judged by the actors, namely:

- Individual performance that illustrates how far a person has been carrying out a duty that can give results that have been set by the group or agency.
- Performance groups, which illustrates how far someone was carrying out a duty that can give results that have been set by the group or agency.
- Performance of the organization, which illustrates how far the group has carried out all the basic activities so as to achieve the vision and mission of the institution.
- Program performance, namely with regard to how far the activities in the program that has been implemented so as to achieve the objectives of the program.

Job Analysis

Job analysis is a systematic way which is able to identify and analyze the requirements of what is required in a job as well as the personnel required in a job so that human resources are able to do the job properly. From the analysis of these Jobs then the organization will ability determine characteristics such as what should be owned by prospective employees before taking a Job, which is output in the form of job specification and job description.

Where in the job description contains tasks, functions, powers and responsibilities of an employee. While the job specification load who will do the work as well as anything what requirements are needed especially concerning issues of individual skill.

Job analysis as a basis for employee performance appraisals. The performance assessment is typically done once a year however, all return to the policy of an organization itself.

Job analysis is a very strategic in order to clarify the work among employees, that are not necessarily the same job titles have consequences exactly the same job and the general classification of different Jobs that have no indication expand the scope of its work. But anyway, the job analysis remains a need for organizations to clarify each Job. This job analysis will clarify to both leaders and members of the work load. Only with clear boundaries, it is possible for a person bound to development professionalism.

According to Sirait (2006) is the process to obtain as much detail as possible about the facts of the case, which is required in order to complete the tasks in the job. In addition, according to Gibson, Ivancevich, and Donnelly (2006: 38) of job analysis is the process of decision-making factor translated translating tasks, people, and technology into a design job.

Job analysis serves to systematically collect data and make judgments about all the important information related to a particular job. The results of job analysis is the input of the many human resources activities. Job analysis aims to provide a thorough understanding of the contents and conditions of employment for management.

Career Development

Werther and Davis (1996) states that the career is all Jobs healthy during one's work. Career management will be used by individual employees to connect the system of labor and labor market systems. Development will support the performance of an employee or soldier. Career development has dimensions such as education and training, transfer and promotion (Flippo in Masud, 1993).

Education and training is an activity to foster and develop the skills of employees so that they can work well. Education and training can improve one's career development.

Mutation is the transfer of personnel from one field to another. These mutations may also increase a person's career. Mutations that do well will put someone in his Job dam in turn can improve one's career.

Organizational Commitment

According to Robbins and Judge (2008) organizational commitment is a condition in which an employee is favoring a particular organization as well as the goals and desires to retain membership in the organization. Thus, a high job involvement means favoring certain work of an individual, while a high organizational commitment means favoring organizations that recruit such individuals.

Meanwhile, according to Moorhead and Griffin (2013) organizational commitment is an attitude

that reflects the extent to which an individual to know and adhere to the organization. An individual who has committed is likely to see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki (2015) that reflects the organization's commitment to recognize the degree to which someone tied to an organization and its goals.

It can be concluded that organizational commitment is a psychological state of individuals associated with faith, trust and a strong reception to the goals and values of the organization, a strong willingness to work for the organization and the degree to which it still wants to be a member of the organization.

Robbins and Judge (2008) states that there are three separate dimensions of organizational commitment are:

- Affective commitment to the organization is an emotional feeling and belief in its values.
- Ongoing commitment is perceived economic value of survive in an organization when compared to leaving the organization.
- Normative commitment is an obligation to stay in an organization for reasons of moral and ethical.

RESEARCH METHODS

Research Design

This study uses an explanatory analysis approach. This means that each of the variables presented in the hypothesis will be observed by testing the causal relationship of independent variables on the dependent variable.

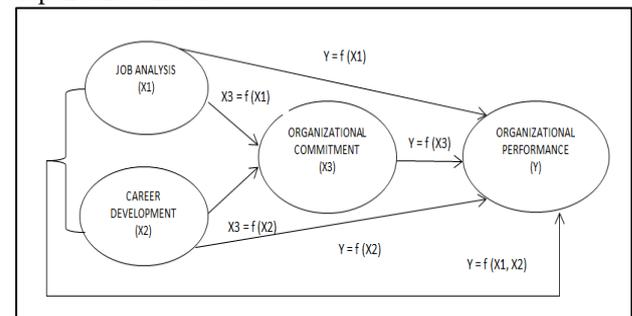


Figure 1. Overall Path Analysis

Population and Sample Research

The study population was all employees of PT Multikimia Inti Pelangi such as 250 employees. The sample used in this study were 150 respondents, The sampling technique using random sampling method.

Data Collection and Analysis Techniques

Technical data using primary data. Primary data is data obtained directly from the object of research. In this case the primary data obtained from field research is the method of data collection to

research premises directly on the object of study in question. The analysis of the data using path analysis.

RESULTS AND DISCUSSION

1. Influence Job Analysis and Career Development on Performance Organization

Linear analysis model can be based on calculations using SPSS program as follows.

Table 1. Results of the analysis of the first equation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constan)	15.156	1,748		8,670	,000
JOB	,764	,078	,488	9.802	,000
CAREER	,574	.050	,572	11,499	,000

a. Dependent Variable: PERFORMANCE

Based on the table above, the simultaneous structural equation: $Y = 0,488X1 + 0,572X2$

Table 2. F-count of simultaneous equations

Model	Sum of Squares	df	mean Square	F	Sig.
1 Regressin	3439.764	2	1719.882	130.234	,000b
Residual	1980.916	150	13.206		
Total	5420.680	152			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), CAREER, JOB

Based on the above table it is known that the F-count equal to 130.234 and significance of 0.00. This value is less than 0.05. This means that the variable job analysis and career development influence on organizational performance simultaneously. The magnitude of the effect of the independent variable on the dependent variable can be seen from the following values of r squared.

Table 3. Values r squared regression model first

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,797a	.635	,630	3.63402	1,291

a. Predictors: (Constant), CAREER, JOB

b. Dependent Variable: PERFORMANCE

Based on the above table it is known that the value of r squared of 63.5% meaning that the variable job analysis and career development influence on organizational performance by 63.5% while the rest influenced by other variables that are not incorporated into the model equations.

2. Influence of Job Analysis on Organizational Performance

The analysis results Job analysis on organizational performance can be seen in the following table.

Table 4. Results of the analysis of the second regression equation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Const)	25.253	2,067		12.218	,000
JOB	,876	,106	,559	8.283	,000

a. Dependent Variable: PERFORMANCE

Structural equation of the above data: $Y = 0,559X1$

Based on the chart above analysis it is known that the coefficient of 0,559 job analysis. T value of 8.283. The significant value of 0.00. The significance value smaller than 0.05. This means that the job analysis variables affect the performance of the organization. The magnitude of the effect of job analysis to organizational performance can be seen in the following table.

Table 5. Values r squared second equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,559a	,312	,308	4.96829

a. Predictors: (Constant), JOB

Based on the above table it can be seen r squared value of 0.312. This means that the effect of variable job analysis on the performance of 31.2% and the rest influenced by other variables not included in the model equations.

3. Influence of Career Development on Performance Organization

The analysis results on the performance of career development can be seen in the following table.

Table 6. Results of the analysis of the third regression equation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	28.507	1,399		20.373	,000
CAREER	.635	,063	,633	10.043	,000

a. Dependent Variable: PERFORMANCE

Structural equation of the above data: $Y = 0,633X2$

Based on the chart above analysis it is known that the coefficient of .633 career development. T value of 10.043. The significant value of 0.00. The significance value smaller than 0.05. This means that

the career development variables affect the performance of the organization. The amount of influence career development to organizational performance can be seen in the following table.

Table 7. The third equation r squared

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.633a	.400	.397	4.63918

a. Predictors: (Constant), CAREER

Based on the above table it can be seen r squared value of 0.400. This means that the influence of career development variables on organizational performance and the remaining 40.0% is influenced by other variables that are not incorporated into the model equations.

4. Influence of Organizational Commitment to Organizational Performance

The analysis results of of organizational commitment on the performance can be seen in the following table.

Table 8. Results of the fourth regression equation analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	7.963	1.547		5.149	.000
COMMITMENT	.828	.037	.876	22.292	.000

a. Dependent Variable: PERFORMANCE

Structural equation of the above data: $Y = 0,876X3$

Based on the chart above analysis it is known that the coefficient of 0.876 organizational commitment. T value of 22.292. The significant value of 0.00. The significance value smaller than 0.05. This means that the organizational commitment variables affect the performance of the organization. The magnitude of the effect of organizational commitment on organizational performance can be seen in the following table.

Table 9. Values r squared fourth equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.876a	.767	.765	2.89240

a. Predictors: (Constant), COMMITMENT

Based on the above table it can be seen r squared value of 0.767. This means that the effect of variable organizational commitment to organizational performance amounted to 76.7% and the rest influenced by other variables not included in the model equations.

5. Effect of Job Analysis to Organizational Performance Through Organizational Commitment

Based on path analysis above, it can be described as follows. The analysis is an analysis on line with the structure of this sub image.

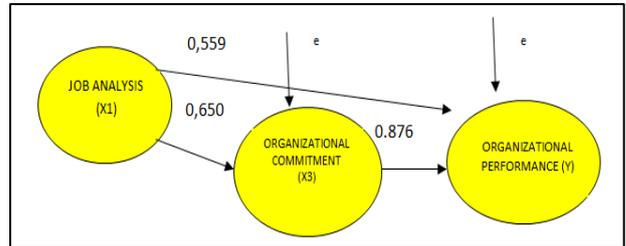


Figure 2. Analysis of the influence lines X1 to Y via X3

The coefficient of influence on organizational commitment job analysis work can be seen in the following table

Table 10. The effect of job analysis to organizational commitment work

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	20.515	2.004		10.236	.000
JOB	1.077	.103	.650	10.509	.000

a. Dependent Variable: COMMITMENT

Based on the picture above can be seen that the effect of the job analysis to organizational performance is 0,559. Job analysis influence on performance through organizational commitment is $0.650 \times 0.876 = 0.5694$. In this case the indirect effect is greater than the direct effect so that it can be said that the work organization commitment variable as an intervening variable.

6. Influence Career Development to Organizational Performance Through Organizational Commitment

Based on path analysis above, it can be described as follows. The analysis is an analysis on line with the structure of this sub image.

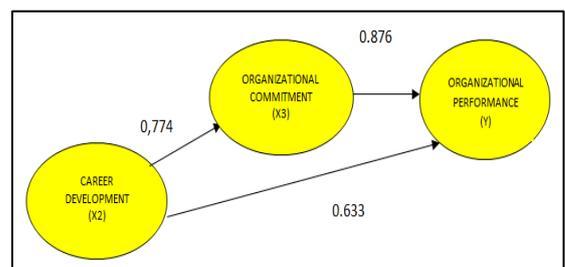


Figure 3. Analysis of the influence lines X2 to Y via X3

Coefficient of career development to organizational commitment can be seen in the following table.

Table 11. Coefficient of career development influence on organizational commitment work

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	23.659	1,211		19.538	,000
CAREER	,821	,055	,774	15.016	,000

a. Dependent Variable: COMMITMENT

Based on the picture above it can be seen that the direct effect of career development to organizational performance is 0.633. While the influence of career development to organizational performance through organizational commitment is $0.774 \times 0.876 = 0.678$. In this case smaller than the direct influence indirect influence so that it can be said that the work organization commitment variable as an intervening variable.

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSION

Variable job analysis and career development influence on organizational performance simultaneously. F value calculated at 130.234 and significance of 0.00. This value is less than 0.05. R squared value of 63.5% meaning that the variable job analysis and career development influence on organizational performance by 63.5% while the rest influenced by other variables that are not incorporated into the model equations.

Job analysis variables affect the performance of an organization partially. T value of 8.283. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.312. This means that the effect of variable job analysis on the performance of 31.2% and the rest influenced by other variables not included in the model equations.

Career development variables affect the performance of an organization partially. T value of 10.043. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.400. This means that the influence of career development variables on organizational performance and the remaining 40.0% is influenced by other variables that are not incorporated into the model equations.

Organizational commitment variables affect the performance of an organization partially. T value of 22.292. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.767. This means that the effect of variable organizational commitment to organizational performance amounted to 76.7% and the rest influenced by other variables not included in the model equations.

Effect of job analysis to organizational performance is 0,559. Job analysis influence on performance through organizational commitment variable is $0.650 \times 0.876 = 0.5694$. In this case the indirect effect is greater than the direct effect so that it can be said that the work organization commitment variable as an intervening variable.

The direct effect of career development to organizational performance is 0.633. While the influence of career development to organizational performance through organizational commitment is $0.774 \times 0.876 = 0.678$. In this case smaller than the direct influence indirect influence so that it can be said that the work organization commitment variable as an intervening variable.

Recommendations

Job analysis can develop employee job performance and output of these employees work. Job analysis needs to be reviewed with due regard to the list of tasks, responsibilities, reporting relationships, working conditions, employee education, skills and personality needed yag.

Career development also need to be considered in an increase in employment. Career development needs to pay attention to education and training, transfer and promotion of employees.

Organizational commitment also needs to be considered in improving performance. Organizational commitment was developed to include employees in the organization, increase affective commitment, continuous commitment and normative commitment.

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