

## The role of organizational commitment mediation on career development and employee performance

### El papel de la mediación del compromiso organizacional en el desarrollo de carrera y el desempeño de los empleados

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#### ABSTRACT

The article's main aim is to examine the role of organizational commitment mediation on career development and employee performance. This research is survey research, with a sample size of 82 selected with saturated samples. The results showed that quality of work-life and career development had a positive and significant effect on organizational commitment. Quality of work-life, career development and organizational commitment positively and significantly affect employee performance. Organizational commitment has not been able to mediate the indirect effect of quality of work life on employee performance. Organizational commitment has not mediated the indirect effect of career development on employee performance. It is recommended that the management organize Capacity building and family gathering activities to build teamwork among employees.

**Keywords:** Career Development; employees; Organizational Commitment; Employee Performance.

#### RESUMEN

El objetivo principal del artículo es examinar el papel de la mediación del compromiso organizacional en el desarrollo de la carrera y el desempeño de los empleados. Esta investigación es una investigación de encuesta, con un tamaño de muestra de 82 seleccionados con muestras saturadas. Los resultados mostraron que la calidad de vida laboral y el desarrollo profesional tuvieron un efecto positivo y significativo en el compromiso organizacional. La calidad de vida laboral, el desarrollo profesional y el compromiso organizacional afectan positiva y significativamente el desempeño de los empleados. El compromiso organizacional no ha podido mediar el efecto indirecto de la Calidad de vida laboral sobre el desempeño de los empleados. El compromiso organizacional no ha mediado el efecto indirecto del desarrollo de carrera en el desempeño de los empleados. Se recomienda que la gerencia organice actividades de desarrollo de capacidades y reuniones familiares para fomentar el trabajo en equipo entre los empleados.

**Palabras clave:** Desarrollo de carrera; empleados; Compromiso organizacional; Rendimiento de los empleados.

#### 1. INTRODUCTION

This research was conducted to examine the problems frequently faced by the BCA Card Center Bali as a company in the banking sector, namely how to manage human resources to perform their duties as well as possible in order to achieve the goals set by the company. Based on the employee performance data of the BCA Card Center Bali in 2018 from 82 employees, the highest employee performance achievement with an A (very good) was achieved by 22 employees with a total percentage of 26.82% and a C value (sufficient) of 38 employees with a total percentage of 46, 34%, while those who got a B (good) score were 18 employees with a percentage of 21.5%. Twenty employees achieved performance data in 2019 with an A (very good) score where the achievement was 24.39%, and the lowest C (sufficient) was 47 employees with a total percentage of 57.31%, while those who received a value of B (good) as many as 15 employees with a percentage of 18.29%. This proves that the quality of employee service, accuracy, and timeliness in work cannot be achieved and cannot be done optimally. Employee performance data is assessed by the criteria of employee work effectiveness, employee service quality, employee accuracy in working and timeliness at work that has not been achieved and cannot be done optimally.

The two years' comparative data on the performance appraisal experienced a decline, resulting in A and B scores of 2.43% and 3.3%, respectively. Comparison of performance appraisal data for the past two years can be concluded that the performance of BCA Card Center Bali employees for two consecutive years who received a C grade has increased, and those who received an A and B grade have decreased each year. Many factors can affect employee performance, including motivation, leadership, work environment, work discipline, work culture, communication, commitment, quality of work-life, work stress, job satisfaction, quality of work-life, career development and many more. These factors affect depending on the facts; some are dominant, some are not (Wahyuddin, 2016). In this study, the factors that influence employee performance focus on the variables of quality of work-life, career development, and organizational commitment. Quality of work life is a problem that a company must consider because QWL is considered capable of increasing a sense of commitment in employees, which in turn will affect employee performance. Quality of work life is an important issue for the continuity of an organization in order to achieve a competitive advantage. This is due to the view that quality of work-life is considered capable of increasing the role and contribution of organizational members.

Often companies ignore the problems of working comfort for employees, such as mismatching work placements, changing positions, job security, improperly paid wages on time and many more, so this issue needs to be investigated whether QWL has been implemented properly or not (Setiyadi, 2016). This is in line with the results of research by Rahma (2018). Often companies ignore the problems of working comfort for employees, such as mismatching work placements, changing positions, job security, improperly paid wages and many more, so this issue needs to be investigated whether QWL has been implemented properly or not (Setiyadi, 2016). This is in line with the results of research by Rahma (2018). Often companies ignore the problems of working comfort for employees, such as mismatching work placements, changing positions, job security, improperly paid wages on time, and many more, so this issue needs to be investigated whether QWL has been implemented properly or not (Setiyadi, 2016). This is in line with the results of research by Rahma (2018). Research results show that Quality Of Work Life has a significant effect on the performance of hotel employees at Amanda Hills Bandungan. Research by Nurbiyati (2017) also found a significant influence between QWL on employee performance at the Faculty of Economics, Islamic University of Indonesia Yogyakarta. Different results were obtained by Sibarani (2018), who found that the quality of work-life (QWL) did not affect employee performance at PT. Bank Rakyat Indonesia (Persero) TBK Branch Office Sleman, Yogyakarta.

Career development is one of the factors organizations that can affect performance; following the theory of Wahyuddin (2016), career development is a process of increasing individual work abilities achieved to achieve the desired career. All career development programs aim to match the needs and goals of employees with the career opportunities available in the company today and in the future. The better the

employee career development, the higher the employee's performance in carrying out their duties. In line with the research conducted by Bianca, et al. (2013), it is said that employee career development directly has a positive effect on employee performance. Ratanto's research (2015) found that career development actors are most dominant in relation to employee performance. Different results were obtained by Purhanis (2015) where career development has a positive and insignificant effect on the performance of the Kerinci District Health Office employees.

Another factor that can affect employee performance is organizational commitment. High organizational commitment will positively influence employees, causing job satisfaction, work morale, good work performance, and the desire to continue working in the company concerned. The opinions of experts on commitments vary widely from their point of view. According to Schermerhorn (2011), organizational commitment is the level of loyalty that individuals feel towards the organization. Meanwhile, Newstrom (2011) provides the same understanding between organizational commitment and employee loyalty, namely, a level where workers identify their organization and want to actively participate in it. Furthermore, employees show that themselves and their organizations conform to ethics and expectations so that a sense of unity arises between themselves and their companies. Employee commitment to the organization does not just happen but through a fairly long and gradual process.

Several other studies related to organizational commitment, such as Sapitri (2016), conducted research on the effect of organizational commitment on employee performance, stating that the variable organizational commitment has a significant effect on performance. Meanwhile, different results were obtained from research by Harwiki (2013), which found no organizational commitment significantly affects employee performance in several companies in East Java Province. Commitment can also mediate the indirect influence quality of work life and career development on employee performance; this is in accordance with the results of research by Wulansari (2018), which found a positive and significant effect of quality of work-life on employee performance through commitment. This shows that they feel the quality of work-life provided is good enough so that they feel comfortable and still want to work at BTN Syariah Semarang, and the impact is that their performance is getting better. Meanwhile, Ramli's research (2017) found influence career development towards employee performance through organizational mediation commitment is positive and significant. This result proves that career development enhancement is positive and significant for improving employee performance by mediating organizational commitment.

Based on the problems and Research Gap above, the author is interested in conducting research on the mediating role of organizational commitment to quality of work-life and career development and its impact on employee performance at the BCA Card Center Bali.

## **2. REVIEW LITERATURE**

*Quality of work life* is a problem that a company must consider because QWL is considered capable of increasing a sense of commitment to employees, which in turn will affect employee performance. QWL includes activities that exist within the company, which are directed to improve a working life condition that can arouse morale in carrying out tasks to achieve company goals (Gayathiri et al., 2013). Companies need to grow and foster employee morale continuously so that employees become accustomed to and have high work morale so that it impacts employee performance.

Career development shows the development of an individual employee in the position or rank achieved during the employee's work or experience during his tenure in an organization. On the other hand, a career can also show each individual their role or status in the organization. Career development is aimed at seeing a person's career advancement from one level to another.

Griffin (2014) argues that organizational commitment is an attitude that reflects the extent to which an individual knows and is tied to his organization. A highly committed individual will likely see himself as a true member of the organization. Sibarani (2018) states that employees who have a strong normative commitment will stay with the organization because they feel that they have to live together (because they feel that they have to). He argues that employee normative commitment is highly dependent on initial socialization and the form of one's role from organizational experience. Employees with high commitment tend to feel happy at work because they have to realize what they believe in the organization. Employees have a high normative commitment. This cannot be separated from the role of management in managing employees well. Management has instilled organizational commitment, which includes affective commitment and continuous commitment, especially in this case normative commitment to employees during recruiting and in the form of training for new employees or promotion to senior employees, so that the performance of employees in the office is high and tends to increase.

Highly committed employees will have high performance, and this is in line (Wulansari, 2018), which suggests that employees with high organizational commitment have different attitudes than those with low commitment. High organizational commitment results in work performance, low levels of absences, and low levels of employee turnover. Highly committed employees will have high productivity. Thus, the first hypothesis in this study is that organizational commitment influences performance.

#### Hypothesis

H1: *Quality of work-life* positive and significant effect on organizational commitment

H2 Career development has a positive and significant effect on organizational commitment

H3 *Quality of work-life* positive and significant effect on employee performance

H4 Career development has a positive and significant effect on employee performance.

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

H6 Organizational commitment is able to mediate the influence of Quality Of Work Life on employee performance

H7 Organizational commitment is able to mediate the effect of career development on employee performance

### 3. RESEARCH METHODS

The research conducted took place at the BCA Card Center Bali. The object of research is organizational commitment, quality of work-life, career development and performance. The scope of this research will examine the Quality of work-life, career development and performance with organizational commitment as a mediating variable; Research conducted at the BCA Card Center Bali requires the quality of work-life of its employees to increase a sense of commitment to employees, which in turn will affect employee performance. BCA Card Center Bali has an organizational structure. In carrying out operational activities, the leadership and other employees require a good understanding of the various variables to be studied. The sample in this study used a saturated sample, namely the total number of employees at the Bali Badung Bca Card Center office, namely 82 people. Research variables include independent/exogenous variables, namely Quality Oof Work-Life (X1) and Career Development (X2), Dependent / Endogenous variables (endogenous variables), namely organizational commitment (Y1) and employee performance (Y2).

Mediation or Intervening variables, namely the variables identified in the mediation of this research model, are organizational commitment (Y1). Inferential analysis techniques are used to test the empirical model and the hypotheses proposed in this study. The analysis technique used is structural equation modeling (Structural Equation Modeling - SEM) based on variance or component-based SEM, known as Partial Least Square (PLS). PLS is a powerful analysis method because it does not assume the data must use a certain scale measurement, is used on small sample size (30 - 50 units or < 100 units), and can also

be used for theory confirmation (Hair et al., 2014). Inferential analysis techniques are used to test the empirical model and the hypotheses proposed in this study.

#### 4. RESULTS AND DISCUSSION

##### Hypothesis Testing Results

Hypothesis testing is done by t-test by sorting for testing the direct and indirect effects or testing the mediating variables. The following sections describe the results of the direct effect test and examination of the mediating variables, respectively.

##### Hypothesis Test Direct Effect

The recapitulation of the results of the path coefficient validation test on each path for the direct effect is presented in Table 1, which provides information for testing the following hypotheses:

Table 1. Hypothesis Testing Results Direct Effect

| No. | Relationship between variables                                 | Path Coefficient | T Statistics | Ket         |
|-----|--|------------------|--------------|-------------|
| 1   | <i>Quality Of Work Life</i> X1 -> Organizational Commitment Y1 | 0.307            | 2,539        | Significant |
| 2   | X2 career development -> Organizational Commitment Y1          | 0.277            | 2,228        | Significant |
| 3   | <i>Quality of Work-Life</i> X1 -> Employee Performance Y2      | 0.179            | 3,167        | Significant |
| 4   | Career development X2 -> Employee Performance Y2               | 0.794            | 17,267       | Significant |
| 5   | Organizational Commitment Y1 -> Employee Performance Y2        | 0.143            | 2,321        | Significant |

Source: Appendix 8

##### 4.1. Examination of Mediation Variables

The following examination will examine the mediating role of the organizational commitment variable (Y1) on the indirect effect of *Quality of work-life* (X1) and career development (X2) on employee performance (Y2). As for the examination of the indirect effect in this study, the results of the analysis are presented in Table 2

Table 2. Recapitulation of Testing Results for Mediation Variables

| No. | Variable Mediation Organizational Commitment (Y1)          | Effect Coefficients |                |                 |                | Ket                     |
|-----|--|---------------------|----------------|-----------------|----------------|-------------------------|
|     |  | A                   | B              | C               | D              |                         |
| 1   | <i>Quality of work-life</i> X1 -> Employee Performance Y2) | 0.307<br>(sig)      | 0.277<br>(sig) | 0, 179<br>(sig) | 0.143<br>(sig) | No.<br><i>Mediation</i> |
| 2   | Career development X2 -> Employee Performance Y2           | 0.794<br>(sig)      | 0.845<br>(sig) | 0.227<br>(sig)  | 0.143<br>(sig) | No.<br><i>Mediation</i> |

Information: Significance (Sig) = T statistic > 1.96 at  $\alpha = 5\%$

The analysis results as a whole can be recapitulated from the direct effect, indirect effect, and the total effect in the following Table 3.

Table 3. Direct, Indirect and Total Effect Calculations

| No. | Variable  | Live Effects | Indirect Effects        | Total Effect |
|-----|---|--------------|-------------------------|--------------|
| 1   | Quality of work life X1 -> Organizational Commitment Y1 | 0.307S       | -                       | 0.307        |
| 2   | Quality of work life X1 -> Employee Performance Y2      | 0.179S       | 0.044NS (0.307 * 0.143) | 0.223        |
| 3   | X2 career development -> Organizational Commitment Y1   | 0.277S       | -                       | 0.277        |
| 4   | Career development X2 -> Employee Performance Y2        | 0.794S       | 0.040NS (0.277 * 0.143) | 0.834        |
| 5   | Organizational Commitment Y1 -> Employee Performance Y2 | 0.143S       | -                       | 0.143        |

Source: Appendix 8  
 Information: S (Significant), NS (Significant No)

#### 4.2. Quality Of Work Life Affect Organizational Commitment

Based on the results of the analysis regarding the influence of quality of work-life on organizational commitment, it shows that quality of work-life has a positive effect on organizational commitment; the results of this test indicate that hypothesis 1 (H1) is accepted. This can be seen from the highest indicator value of work-life quality results. Work restructuring provided opportunities for employees to find challenging jobs (job enrichment) and wider opportunities for personal development will have a major impact on *the quality of work-life in employees* BCA Card Center Bali. This matter In accordance with reality, staff are the more responsive restructuring of work which is shown at the highest mean acquisition (4.50). Accordingly, clerks BCA Card Center Bali expose job enrichment and wider opportunities for personal development so as to be able to motivate and arouse employee morale at work. Findings provide important clues to the leadership on BCA Card Center Bali to give employees opportunities to find challenging jobs (job enrichment) and wider opportunities for personal development, awakening and motivating employees so they can do better. The results of this study are supported by the theory of Zin (2004), Sajjad (2014), Imanni (2014), also show a positive and significant influence between the quality of work-life and organizational commitment.

#### 4.3. Career Development Affects Organizational Commitment

The analysis of the effect of career development on organizational commitment shows that career development has a positive and significant effect on organizational commitment; the results of this test indicate that hypothesis 2 (H2) is accepted. This result means that career development will assist employees in making themselves committed to the organization or company. Whether or not employees in career development will have an impact on work commitment. This can be seen from the results that the highest indicator value of career development is career management. They have the opportunity to improve their career according to performance through good employee career management such as training, promotion, and others to increase actualization realize their rights as employees. This is in accordance with the conditions at the BCA Card Center Bali that employees, especially permanent employees, already have a clear career path and are well executed by management, one of which is that every employee is given the opportunity to increase their potential by participating in continuous education and training.

The results of this study are supported by the findings of Sumarsi and Rizal (2022), Armawati (2017), showing that career development has a positive and significant effect on the organizational commitment of employees of PT. Panin Bank Pekanbaru Branch Office. This is in accordance with the conditions at the

BCA Card Center Bali, where employees, especially permanent employees, already have a clear career path and are well executed by the management, one of which is that every employee is given the opportunity to increase their potential by participating in continuous education and training. The results of this study are supported by the findings of Sumarsi and Rizal (2022), Armawati (2017), showing that career development has a positive and significant effect on the organizational commitment of employees of PT. Panin Bank Pekanbaru Branch Office. This is following the conditions at the BCA Card Center Bali, where employees, especially permanent employees, already have a clear career path and are well executed by the management. One of these is that every employee is given the opportunity to increase their potential participating in continuous education and training.

The results of this study are supported by the findings of Sumarsi and Rizal (2022), Armawati (2017), showing that career development has a positive and significant effect on the organizational commitment of employees of PT. Panin Bank Pekanbaru Branch Office. The results of this study are supported by the findings of Sumarsi and Rizal (2022), Armawati (2017), showing that career development has a positive and significant effect on the organizational commitment of employees of PT. Panin Bank Pekanbaru Branch Office. The results of this study are supported by Armawati's (2017) findings showing that career development has a positive and significant effect on the organizational commitment of employees of PT. Panin Bank Pekanbaru Branch Office.

#### 4.4. Quality of Work-Life Influence on Employee Performance

Based on the analysis of the effect of quality of work-life on employee performance, the quality of work-life has a positive and significant effect on employee performance. The results of this test indicate that hypothesis 3 (H3) is accepted. This finding is that the better the quality of work-life at the BCA Card Center Bali will improve employee performance in carrying out their duties. These results indicate that the good performance shown by employees depends on what the company provides. The better the implementation of quality of work-life in the company, the better employee performance will be, and vice versa.

According to Gayathiri et al. (2013), if the company is sensitive to the needs of employees by providing a good quality of work-life, it will have a positive impact on employee performance, where company profits will increase. The quality of work-life is a major problem that must receive special attention from the organization. This indicates a thought that quality of work life is considered capable of increasing the roles and responsibilities of members towards the organization (Setiyadi, 2016). Astuti 's research (2017) that quality of work-life has a positive and significant effect on Bank BNI Syariah Palembang employees. The implementation of quality of work-life is able to foster the desire of employees to continue to stay in an organization. In addition, research conducted by Setiyadi (2016) also shows the same results.

#### 4.5. Career Development Affects Employee Performance

The analysis of the effect of career development on employee performance shows that career development has a significant effect on employee performance. The results of this test indicate that hypothesis 4 (H4) is accepted. This result means that career development can improve employee performance at the BCA Card Center Bali. This is because the employee's career development as an employee has been regulated in regulations so that career development is clear and there are no obstacles experienced. Ratanto (2015) found that career development actors are most predominantly related to performance. This research shows the importance of providing career development opportunities for achievement. Providing career development opportunities should be related to their expertise so that they can be transmitted to others so that the knowledge they get can be used to improve their performance.

#### 4.6. Organizational Commitment Affects Employee Performance

Based on the results of the analysis of the effect of organizational commitment on employee performance, it shows that organizational commitment has a significant and positive effect on employee performance; the results of this test indicate that hypothesis 5 (H5) is accepted. This means that a very high organizational commitment can improve the performance of employees who work at the BCA Card Center Bali. This is because the BCA Card Center Bali is like an organization in which there is an organizational structure such as leaders or superiors and subordinates or subordinates; within the company, the commitment between leaders or subordinates is intertwined where cooperation and loyalty between leaders and subordinates may result in increased performance. In this case, commitment and strong emotional ties to the company have an essential role in improving performance. The high commitment of an employee will affect employee performance. This research supports the research results of Husaini (2017) and Wahyuddin (2016) that organizational commitment positively affects performance.

#### 4.7. Organizational Commitment Has Not Been Able To Mediate The Effect Of Quality Of Work Life On Employee Performance

Based on the analysis of organizational commitment results, it has not been able to mediate the effect of quality of work-life on employee performance, indicating that organizational commitment has not been able to mediate the indirect effect of quality of work-life on employee performance (Y2). These results are shown from the mediation test conducted that the effects of C, D, and A have a significant value, but the path coefficient of the indirect effect obtained is still very small, which is 0.044 (below 0.10). Based on these results, it can be stated the organizational commitment obtained from the quality of work-life has not been able to improve the performance of employees in BCA Card Center Bali. Organizational commitment is a factor that is able to mediate the relationship between the quality of work-life and employee performance.

For this reason, organizations must increasingly understand the importance of retaining employees as a very important resource for organizational development. But on the other hand, employees are also creatures who have thoughts about certain needs and expectations. Therefore, it needs to be part of the organization to create conditions that can encourage and enable employees to develop and improve their abilities and skills optimally. Thus, employees' organizational commitment will increase and organizational goals will be easier to achieve. This result is supported by research conducted by Wulansari (2018), which found a positive and significant effect of quality of work-life on employee performance through commitment. This shows that they feel the quality of work-life that is provided is good enough so that they feel comfortable and still want to work at BTN Syariah Semarang, and the impact is that their performance is getting better.

#### 4.8. Organizational Commitment Has Not Been Able To Mediate The Effect Of Career Development On Employee Performance

Based on the results of the analysis of organizational commitment, it has not been able to mediate the effect of career development on employee performance, indicating that organizational commitment has not been able to mediate the indirect effect of career development on employee performance. Based on these results, it can be stated that organizational commitment obtained from career development has not been able to improve the performance of employees in BCA Card Center Bali. By paying attention to employee career development, it is expected that their performance results can be optimal. Ramli (2017) stated that previous research provides evidence that influencing career development towards employee performance through organizational mediation commitment is positive and significant. This result proves that career development enhancement is positive and significant for improving employee performance by mediating organizational commitment.



## 5. CONCLUSIONS

Based on the research results above, it can be concluded that the quality of work-life has a positive and significant effect on organizational commitment. Career development has a positive and significant impact on organizational commitment. Quality of work life has a positive and significant effect on employee performance. Career development has a positive and significant impact on employee performance. Organizational commitment has a positive and significant effect on employee performance. Organizational commitment has not been able to mediate the indirect effect of quality of work-life on employee performance. Organizational commitment has not mediated the indirect influence of career development on employee performance.

Some suggestions that can be given from the results of this study are the implementation of quality of work-life has been done quite well. In the future, it will be further improved so that employees feel more cared for by the bank manager so that they can provide even better performance for the welfare of the BCA Card Center Bali.

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