

# Research Horizon

ISSN: 2808-0696 (p), 2807-9531 (e)

Research Horizon

Volume: 04

Issue: 03

Year: 2024

Page: 53-66

## The Influence of Organizational Commitment, Job Satisfaction and Career Development on Employee Performance

Nurlisa Rafiqah Chalil<sup>1\*</sup>, Awan Santosa<sup>2</sup>

<sup>1,2</sup> Department of Management, Universitas Mercu Buana, Yogyakarta, Indonesia

\* Corresponding author: Nurlisa Rafiqah Chalil  
([200510399@student.mercubuana-yogya.ac.id](mailto:200510399@student.mercubuana-yogya.ac.id))

### Abstract

This research aims to analyze the influence of organizational commitment, job satisfaction, and career development on the performance of employees of the secretariat of the D.I. Yogyakarta regional people's representative council. The population in this study were employees of the secretariat of the D.I. Yogyakarta regional people's representative council with a research sample of 70 respondents. The data collection technique used is primary data with the research instrument used is a questionnaire. The instrument test results stated that the data in the research were proven to be valid and reliable. The classical assumption test states that the data in this study is normally distributed and produces a regression model that is free from multicollinearity and heteroscedasticity. The instrument test results stated that all items in the questionnaire were proven to be valid and reliable. The research results prove that organizational commitment has a significant effect on employee performance. Job satisfaction has a significant effect on employee performance. Career development has a significant effect on employee performance.

### Keywords

Employee Performance, Organizational Commitment, Job Satisfaction, Career Development.

## 1. Introduction

Human resource development in an organization is an aspect that must be taken seriously because through this development, it is hoped that individual performance in the organization can be achieved optimally (Adha et al., 2019). Performance is an important concept in human resource management, one of which is influenced by organizational culture. With the development of science and increasing levels of competition, research and performance measurement become increasingly important. The performance of each employee is very important for the organization, because each employee contributes to the achievement of the performance of each organizational function, which ultimately contributes to the overall performance of the organization. Low employee performance in a company can hinder the achievement of organizational goals (Angraini et al., 2021).

The results of observations at the research location showed that a lack of attention to the organization and a mismatch between employee expectations and the support provided by organization had an impact on the level of job satisfaction (Rialmi & Patoni, 2020). The lack of career development at the Regional People's Representative Council (*Dewan Perwakilan Rakyat Daerah/DPRD*) Secretariat shows the need for a career development system that is clear and easy to understand. This can be done through well-organized training so that employees will be motivated and their performance will increase. Apart from that, giving awards to outstanding employees also influences the level of job satisfaction, which currently tends to decline. Based on the background explained above, the formulation of the problem in this research is whether organizational commitment influences employee performance at the DPRD D.I. Yogyakarta secretariat. Job satisfaction influences employee performance at the DPRD D.I. Yogyakarta secretariat. Career development influences employee performance at the DPRD D.I. Yogyakarta secretariat. Organizational commitment, job satisfaction, and career development influence employee performance at the DPRD D.I. Yogyakarta secretariat (Rinny et al., 2020; Paais & Pattiruhu, 2020).

It is hoped that it can provide insight, comparative material, and a basis for further studies in management literature, especially in the field of human resources, regarding the influence of organizational commitment, job satisfaction, and career development on employee performance (Sidik et al., 2021). For companies or related agencies, it is hoped that this research can become a reference and consideration in formulating policies aimed at increasing organizational commitment, job satisfaction and career development, so that it has a positive impact on employee performance at the DPRD D.I. Yogyakarta Secretariat. For other parties, it is hoped that this research will enrich knowledge, especially in the field of human resource management. And for the author, this provides advantages in applying knowledge about human resources, especially regarding organizational commitment, job satisfaction and career development (Riyanto et al., 2021). The aim of this research is to test and analyze the influence of organizational commitment on employee performance at the DPRD D.I. Yogyakarta secretariat. Testing and analyzing the effect of job satisfaction on employee performance at the DPRD D.I. Yogyakarta secretariat. Testing and analyzing the influence of career development on employee performance at the DPRD D.I. Yogyakarta secretariat. Testing and analyzing organizational commitment, job satisfaction, and career development simultaneously influence the performance of DPRD D.I. Yogyakarta secretariat employees.

## 2. Literature Review

According to Kasmir (2019), performance includes achieving results and work behavior in completing tasks and responsibilities given within a certain period.

Meanwhile, Mangkunegara (2017) revealed that performance, also known as work performance or actual achievement, refers to the results of a person's work in terms of quality and quantity in accordance with their duties and responsibilities. According to Kasmir (2019), various factors influence performance, including ability, knowledge, work design, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Meanwhile, Mangkunegara (2017) stated that performance improvement is influenced by ability (including IQ knowledge and skills) as well as motivation which is determined by employee attitudes in facing work situations. According to Kasmir (2019), several quality indicators can be used to measure employee performance. Performance measurement can be done by evaluating how good the work produced in a process is, especially in terms of quality. Quantity (amount), performance measurement can also be done by considering how much the individual has produced, both in terms of number and quantity. Time (time period), certain work has a predetermined time period for completing it, with minimum and maximum time limits that must be adhered to. For example, the job must be completed within a certain time frame, such as 30 minutes. Emphasizing costs, every company activity has been planned and the necessary funds have been allocated before the activity begins. Supervision, almost all types of work require supervision and monitoring of the work process. In relationships between employees, many relate performance evaluation to the level of cooperation and harmony between colleagues and between superiors and subordinates (Ekhsan & Aziz, 2021).

Organizational commitment can be interpreted as a condition where an employee shows loyalty to a particular organization, and has a goal and desire to remain part of that organization. According to Samsuddin (2018), organizational commitment is a promise or contract to do something, whether it is a promise to ourselves or to others, which is reflected in our actions. According to Busro (2018), Organizational Commitment Indicators describe three main dimensions of commitment: Affective, Continuous, and Normative. Affective Commitment includes a strong individual attitude towards the organization, including a firm belief in the values and goals espoused by the organization. Affective Commitment also includes sincere loyalty and the willingness to make maximum efforts for the interests of the organization. This dimension shows that individuals who have Affective Commitment feel emotionally and psychologically attached to the organization where they work (Paramita et al., 2020). Continuous Commitment focuses on the individual's practical considerations for remaining in the organization. This includes an individual's evaluation of the benefits they will gain by remaining with the organization, as well as the disadvantages they may face if they choose to leave the organization. This dimension emphasizes the utilitarian aspect of organizational commitment, where individuals rationally consider the long-term implications of their decisions for career and job stability. Normative Commitment highlights an individual's sense of responsibility for the development and progress of the organization. This includes the individual's inner will to contribute actively in achieving organizational goals as well as their moral responsibility towards the sustainability and growth of the organization in which they work. This dimension emphasizes the ethical and normative values in individuals' relationships with organizations that they consider important. Thus, these three dimensions of organizational commitment not only reflect the level of individual involvement in the organization from an emotional, utilitarian and normative perspective, but also describe the complexity of the individual's relationship with their environment at work (Sarhan et al., 2020).

There are also those who state indicators of organizational commitment in general, namely, according to Shaleh (2018), organizational commitment has three indicators, namely the presence of employee will, where there is the employee's desire to strive to achieve the interests of the organization. There is employee

loyalty, where employees desire to maintain their membership to continue to be a part of the organization. The existence of employee pride in the organization, characterized by employees feeling proud to have been part of the organization they join and feeling that the organization has become a part of their lives. Job satisfaction is an employee's attitude towards work which involves the work situation, cooperation between employees, compensation received, as well as physical and psychological factors. According to Afandi (2018), job satisfaction is an emotional response or effectiveness to various aspects of work, in the form of employees' feelings about how enjoyable or unpleasant their work is, namely whether the content of the work someone does has satisfying elements. Wages, namely the amount of payment a person receives as a result of carrying out work, whether it is in accordance with needs that are felt to be fair. Promotion, namely the possibility that someone can develop through promotion. Supervisor, namely someone who always gives orders or instructions in carrying out work. Colleagues, namely someone who always interacts in the implementation, whether colleagues are pleasant or unpleasant. Career development is a formal effort that aims to improve a person's abilities so that it has a positive impact on broadening one's horizons and self-development. This is done by providing opportunities for a career or obtaining a satisfying position for employees. According to Senjaya & Anindita (2020), career development is not only a matter of promotion to a higher position or position, but also encouragement for employees to progress further in their work through increasing skills and knowledge, so that they can perform better. Wirayudha & Adnyani (2020), Fair treatment in a career: an attitude that provides equal opportunities to employees to develop their careers. Superior concern: behavior that supports career development and employee work results through feedback to employees. Competency: the abilities possessed by an employee according to the field they master. Interest in being promoted: the employee's desire to obtain or achieve higher career goals. Formal education or educational background: the current world of work places importance on recent education.

### 3. Research Method

This research uses a quantitative approach with a descriptive approach to describe and analyze the relationship between the influence of organizational commitment, job satisfaction and career development on employee performance. The data source for this research uses primary data carried out by conducting a direct survey by distributing questionnaires to employees at the Regional People's Representative Council (*Dewan Perwakilan Rakyat Daerah/DPRD*) D.I. Yogyakarta Secretariat Office as the research object. Population refers to employees who work at the D.I. DPRD Secretariat Office. Yogyakarta, numbering 70 people. In situations where the population is large and limitations such as funds, personnel, or time prevent researchers from studying the entire population, the use of samples is an applied solution. Determining the sample size in this study used a saturated sampling technique, where all members of the population were sampled. Using a questionnaire as a data collection tool that uses questions that have been prepared in advance in writing. This is done by distributing forms or questionnaires to respondents, which usually also include predetermined answer options. Each variable such as organizational commitment, job satisfaction, and career development is operationally defined with specific indicators and uses a Likert scale for measurement. Data analysis techniques in this research use descriptive analysis techniques: used to summarize the basic characteristics of the data. Multiple Linear Regression: To test the effect of independent variables on the dependent variable (employee performance). Statistical Tests (t-test and f-test): Used to determine the significance of the influence of independent variables partially and jointly on the dependent variable, and R-Square Test to evaluate how well the regression model

explains variations in the dependent variable. Validity Test Used to ensure the questionnaire measures the desired variables. Reliability Test Conduct Cronbach's alpha coefficient test to measure the internal consistency of the instrument. Normality Test Using One Sample Kolmogorov-Sminorv Test to test the normal distribution of residual data. Heteroscedasticity Test Using Spearman Rank and Scatterplot to test heteroscedasticity in the model. Multicollinearity Test Using Variance Inflation Factor (VIF) to check multicollinearity between independent variables.

#### **4. Result**

This research involved all employees of the Regional People's Representative Council (*Dewan Perwakilan Rakyat Daerah/DPRD*) D.I. Yogyakarta Secretariat. Of the total respondents, 70 people were selected for a more in-depth analysis of their characteristics, including gender, age, education level and length of service. Of the total 70 respondents, 35 were men, or equivalent to 50.0% of the total, while the number of female employees was 35 people, also equivalent to 50.0% of the total. In the age range of 23-30 years, the number reached 31 people or around 44.3%. In terms of education level, the majority of employees at the DPRD D.I. Yogyakarta Secretariat have a bachelor's degree, with 42 people or 60.0% of the total employees. With the majority of employees being highly educated, it is hoped that they will have adequate skills and expertise, so that they are able to work in accordance with the targets set by the organization. Apart from that, the majority of employees at the DPRD D.I. Yogyakarta Secretariat have a work period of 1-5 years, with the number reaching 35 people or 50.0%. The length of time an employee has worked reflects the experience they have in carrying out their duties at the DPRD D.I. Yogyakarta Secretariat, which can be seen from their mastery in their respective fields of work.

Table 1 shows the results of validity tests for the variables employee performance (Y), organizational commitment (X1), job satisfaction (X2), and career development (X3) on the performance of employees of the D.I. Yogyakarta DPRD Secretariat. From the test results, it can be stated that all of these variables are valid because the calculated t value is greater than the specified t table value. The employee performance variable (Y) consists of six indicators, namely Y1.1 to Y1.6, all of which show a calculated t value that is greater than the t table, confirming the validity of this variable. Likewise, the variables organizational commitment (X1), job satisfaction (X2), and career development (X3), were all declared valid based on the test results. Thus, it can be ascertained that the variables used in this research can be used validly to analyze the influence of organizational commitment, job satisfaction, and career development on the performance of employees of the DPRD D.I. Yogyakarta Secretariat.

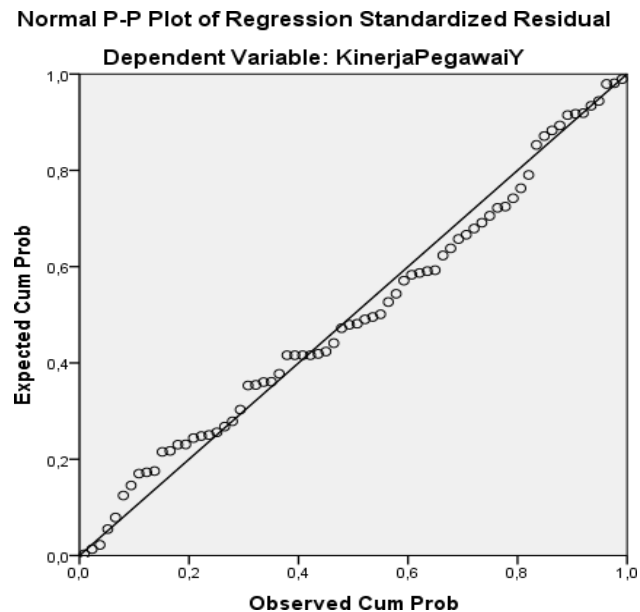
**Table 1.** Validity Test Results

Variable	t count	Information
<b>Employee Performance (Y)</b>		
Y1.1	0.803	Valid
Y1.2	0.786	Valid
Y1.3	0.819	Valid
Y1.4	0.795	Valid
Y1.5	0.757	Valid
Y1.6	0.830	Valid
<b>Organizational Commitment (X1)</b>		
X1.1	0.708	Valid
X1.2	0.716	Valid
X1.3	0.736	Valid
X1.4	0.719	Valid
X1.5	0.737	Valid
X1.6	0.825	Valid
X1.7	0.831	Valid
X1.8	0.867	Valid
X1.9	0.813	Valid
X1.10	0.688	Valid
<b>Job Satisfaction (X2)</b>		
X2.1	0.734	Valid
X2.2	0.825	Valid
X2.3	0.808	Valid
X2.4	0.782	Valid
X2.5	0.789	Valid
X2.6	0.676	Valid
X2.7	0.610	Valid
X2.8	0.727	Valid
<b>Career development (X3)</b>		
X3.1	0.771	Valid
X3.2	0.812	Valid
X3.3	0.772	Valid
X3.4	0.824	Valid
X3.5	0.669	Valid
X3.6	0.784	Valid

Table 2, the Cronbach's Alpha value for all research variables is greater than 0.6. This shows that the respondents' answers to the research variables are reliable. Therefore, the questionnaire used for these variables is reliable and suitable for use in this research.

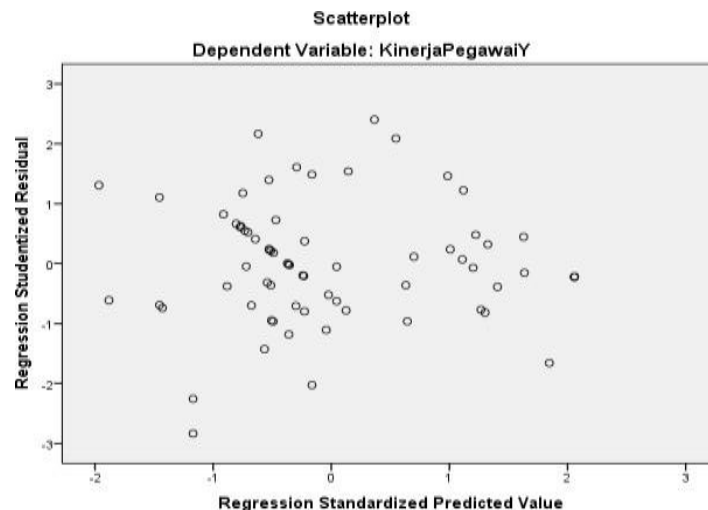
**Table 2.** Reliability Test Results

Variable	Alpha Cronbach	Information
Organizational commitment (X1)	0.918	Reliable
Job satisfaction (X2)	0.885	Reliable
Career development (X3)	0.858	Reliable
Employee performance (Y)	0.875	Reliable



**Figure 1.** Normality Test Results

From Figure 1, it can be seen that the points on the Normal Probability Plot are collected around a straight line so that it can be concluded that the residuals of the regression model are normally distributed. To test whether the Regression model meets the normality assumption. First, check whether both variables (independent and dependent) have a normal or close to normal distribution. Second, review the data distribution graph against the diagonal line; If the data is spread around a diagonal line or the histogram graph shows a normal distribution pattern, then the regression model meets the assumption of normality. However, if the data is spread far from the diagonal line and/or the histogram graph does not show a normal distribution pattern, then the regression model does not meet the assumption of normality. Testing the normality of this research uses the SPSS 21 program.



**Figure 2.** Heteroscedasticity Test Results

Figure 2, the points on the scatterplot graph are spread evenly both above and below the number 0 on the Y axis. There is no clear pattern such as (wavy, widening then narrowing). Based on this, it can be concluded that there is no indication of heteroscedasticity in the regression model in this study. Assessment is carried out by looking for patterns in the residual plot. If you see a regular pattern such as waves

or uneven distribution, then there is an indication of heteroscedasticity. On the other hand, if there is no clear pattern and the dots scattered above and below are zeros along the Y axis, then there is no heteroscedasticity.

**Table 3.** Multicollinearity Test Results

Variable	VIF	Information
Organizational commitment (X1)	2.013	Multicollinearity did not occur
Job satisfaction (X2)	3.298	Multicollinearity did not occur
Career development (X3)	2.723	Multicollinearity did not occur

The multicollinearity test is used to check whether there is a correlation between the independent variables in the regression model. An ideal regression model should not show any correlation between independent variables. Variance Inflation Factor (VIF) is used as an indicator to detect the presence of multicollinearity in the regression model. Based on previous analysis, it appears that the VIF values for the three variables, namely organizational commitment, job satisfaction, and career development, are below 10. Therefore, it can be concluded that the independent variables in this study meet the criteria for the absence of multicollinearity.

The organizational commitment variable was measured using 10 statement items, it can be seen that the assessment response to organizational commitment shows variations. The highest average value was found in the statement "I feel happy working in the organization" with a score of 4.33, while the lowest average value was in the statement "I will have difficulties in life if I leave the agency" with a score of 3.11. Overall, the average value of the organizational commitment variable is 3.76, which is in the high category in the range (3.40 to 4.19). The job satisfaction variable is measured using 8 statement items. It can be seen that the assessment responses to job satisfaction show variations. The highest average value was found in the statement "My relationship with my colleagues is going well" with a score of 4.30, while the lowest average value was in the statement "Promotions given follow the rules" with a score of 3.84. Overall, the average value of the job satisfaction variable is 4.10, which is in the high category in the range (3.40 to 4.19).

The career development variable was measured using 6 statement items. It can be seen that the assessment responses to career development show variations. The highest average value was found in the statement "The education that I have achieved can increase my ability to achieve a better career" with a score of 4.16, while the lowest average value was in the statement "Information about opportunities to develop careers is open to all employees at agency " with a score of 4.00. Overall, the average value of the career development variable is 4.09, which is in the high category in the range (3.40 to 4.19). The performance variable is measured using 6 statement items. It can be seen that the performance assessment response shows variations. The highest average value was found in the statement "I can collaborate with colleagues in completing work" with a score of 4.30, while the lowest average value was in the statement "I need supervision to control work activities" with a score of 3.90. The mean value of the performance variable is 4.16, which is in the high category in the range (3.40 to 4.19).

**Table 4.** Description of Job Satisfaction Variables

<b>Organizational Commitment Variable</b>	<b>Average</b>	<b>Criteria</b>
I care about problems that occur within the agency	4.31	Very high
I feel happy working in the organization	4.33	Very high
I have an emotional attachment to the agency	4.11	High
I demonstrate a sense of belonging to the organization	4.11	High
I feel like I don't have a more interesting alternative to work somewhere else	3.14	Currently
I feel a loss if I leave the agency	3.37	Currently
I will have difficulties in life if I leave the agency	3.11	Currently
I feel reluctant if I leave the agency because the facilities have been provided	3.34	Currently
I feel I have an obligation to be loyal to the agency	3.76	High
I have been bound by a work contract with an agency so I have to complete the contract	3.99	High
Maan	3.76	High
<b>Job Satisfaction Variables</b>		
I was given the opportunity to develop my abilities	4.23	Very high
The work I received was according to my wishes	3.97	High
I receive a sufficient and appropriate salary based on my responsibilities	3.96	High
I am happy with the assessment for promotion	4.00	High
Promotions given follow the rules	3.84	High
Bosses help employees who are experiencing difficulties	4.11	High
Happy with superiors who are willing to listen to suggestions, criticism and opinions of subordinates	4.37	High
My relationship with my colleagues is going well	4.30	Very high
Mean	4.10	High
<b>Career development variables</b>		
My superiors care in the form of assessments and evaluations to influence my career development at this agency	4.09	High
I feel satisfied working at this agency and will be maintain the level of success in work	4.10	High
The education that I have achieved can increase my ability to achieve a better career	4.16	High
Information about opportunities to develop careers is open to all employees in the agency	4.00	High
The fair treatment in providing job training provided by this agency adds to my experience and improves my career	4.04	High
My abilities and work achievements have influenced my career development in working at this agency	4.14	High
Mean	4.09	High
<b>Performance variables</b>		
The quality of the work I produce is in line with the agency's expectations	4.04	High
I am able to achieve work targets	4.20	Very high
I can complete work on time	4.21	Very high
I do not waste the budget that has been determined	4.31	Very high
I need supervision to control work activities	3.90	High
I can collaborate with colleagues to complete work	4.30	Very high
Mean	4.16	High

Testing the influence of organizational commitment on employee performance at the DPRD D.I. Yogyakarta Secretariat using a significance level of  $\alpha = 5\%$  produces a significance value of 0.000. Thus, a significance value of less than 0.05 (0.000 < 0.05) indicates that the organizational commitment variable has a significant influence on employee performance. Therefore, the first hypothesis which states that

organizational commitment has a positive and significant influence on employee performance at the DPRD D.I. Yogyakarta Secretariat can be proven. Testing the effect of job satisfaction on employee performance at the DPRD D.I. Yogyakarta Secretariat using a significance level of  $\alpha = 5\%$  produces a significance value of 0.031. Thus, a significance value that is smaller than 0.05 ( $0.031 < 0.05$ ) indicates that the job satisfaction variable has a significant influence on employee performance. Therefore, the second hypothesis which states that job satisfaction has a positive and significant influence on employee performance at the DPRD D.I. Yogyakarta Secretariat can be proven.

**Table 5.** Multiple Linear Regression Test Results

Model	Unstd. Coef. Beta	Std. Error	Std. Coef. Beta	t	Sig.
(Constant)	0.660	0.302		2.185	0.032
Organizational CommitmentX1	0.304	0.078	0.373	3.893	0.000
Job SatisfactionX2	0.266	0.121	0.270	2.202	0.031
Career DevelopmentX3	0.310	0.118	0.292	2.625	0.011

Testing the influence of career development on employee performance at the DPRD D.I. Yogyakarta Secretariat using a significance level of  $\alpha = 5\%$  produces a significance value of 0.011. Thus, a significance value that is smaller than 0.05 ( $0.011 < 0.05$ ) indicates that the career development variable has a significant influence on employee performance. Therefore, the third hypothesis which states that career development has a positive and significant influence on employee performance at the DPRD D.I. Yogyakarta Secretariat can be proven. The results of multiple linear regression analysis show that the variables organizational commitment (X1), job satisfaction (X2), and career development (X3) have a significant influence on the performance of the Yogyakarta D.I. DPRD Secretariat employees. The results of calculating the linear regression coefficient for each variable are  $Y = 0.660 + 0.304X1 + 0.266X2 + 0.310X3$ ,  $X1(b1) = 0.304$ , with a t value of 3.893 and a significance of 0.000, t value is 2.202 and significance is 0.031, and  $X3(b3) = 0.310$ , with a t value of 2.625 and a significance of 0.011 which can be seen in table 6 of the coefficient of determination test results.

**Table 6.** Coefficient of Determination Test Results (R<sup>2</sup>)

R	R Square	Adjusted R Square	F count	Significance
0.836	0.699	0.685	51.093	0.000

The data contained in Table 6, the Adjusted R<sup>2</sup> value obtained is 0.685. This indicates that 68.5% of the variation in the performance of the DPRD D.I. Yogyakarta Secretariat employees can be explained by variations in organizational commitment, job satisfaction and career development. Meanwhile, around 31.5% of the remainder is influenced by other variables not included in this research model. The analysis was carried out to assess how much influence the combination of organizational commitment, job satisfaction, and career development has on employee performance. The analysis results used the Coefficient of Determination (R<sup>2</sup>) test with SPSS 21.00 software. Therefore, it is found that the significant value of F is 0.000, which is smaller than 0.05. This indicates that variables such as organizational commitment, job satisfaction, and career development have a significant influence together on employee performance. Thus, based on the results of this test, the fourth hypothesis which states that organizational commitment, job satisfaction, and career development simultaneously have an impact on employee performance at the DPRD D.I. Yogyakarta Secretariat is proven.

## **5. Discussion**

Partial testing shows that the organizational commitment variable is proven to have a positive and significant influence on employee performance, which means that the higher the employee's commitment to work will cause the employee to work harder, so that his performance will increase (Ridwan et al., 2020; Edward & Purba, 2020). In the organizational commitment variable, the highest mean value was obtained at 4.33, namely regarding feeling happy working in the organization. In this way, an employee who feels happy and satisfied with their work in the organization makes them more enthusiastic in carrying out their work so that this can have an impact on the output they produce also increasing. Employees who have a high level of commitment will work optimally, devoting their attention, thoughts, energy and time to their work, so that the results of their work are in line with the company's expectations. On the other hand, employees with low organizational commitment tend to have less commitment to the organization, more often feel like outsiders, are dissatisfied, and do not feel part of the organization for a long time. The results of this research are consistent with the findings of Astuty & Udin (2020) which show that there is a positive and significant influence between organizational commitment and employee performance.

Partial testing shows that the job satisfaction variable is proven to have a positive and significant influence on employee performance, which means that the higher the job satisfaction of the employees, the better the employee's performance will be. In terms of job satisfaction, the largest mean value was obtained, namely 4.30, which is about my relationship with my colleagues going well. This shows that the better the collaboration between employees, the more they can work together better and they will be motivated in their work, resulting in better work results. This agrees with Afandi (2018) that job satisfaction is an emotional response or effectiveness to various aspects of work, in the form of employees' feelings about how enjoyable or unpleasant their work is. General attitudes toward a person's work reflect the difference between the amount of reward workers receive and the amount they think they should receive. Sudyanto (2020) research supports this view by showing that job satisfaction has a positive and significant influence on employee performance.

Furthermore, it is proven that the career development variable has a positive and significant influence on employee performance, so that the increasing opportunities for better careers in the organization has encouraged employees to work better so that they have good performance. In the career development variable, the highest mean value was obtained at 4.16, namely regarding the education that I have achieved, which can increase my ability to achieve a better career (Bahri et al., 2021). Thus, a high level of employee education will provide wider opportunities to obtain a better career in the organization. This career opportunity is in accordance with career development objectives, namely to align employee goals and needs with career opportunities available now and in the future (Butarbutar et al., 2020). Career development is a formal approach implemented by a company or organization to ensure that employees with the right experience and qualifications are available when needed. This is done because career planning and development are considered very beneficial for both organizations and individuals. And this is also reinforced by the results of previous research conducted by Jaya (2021) which shows that career development has a positive effect on performance.

The results of multiple linear regression analysis show that there is a significant influence of the variables of organizational commitment, job satisfaction, and career development together on the performance of the employees of the Regional People's Representative Council (*Dewan Perwakilan Rakyat Daerah/DPRD*) D.I. Yogyakarta Secretariat. This means that organizational commitment, job satisfaction, and career development have been able to make a significant contribution in improving employee performance at the DPRD D.I. Yogyakarta Secretariat. This explains that

high employee commitment will improve their performance, and then employees who feel satisfied and happy working in their organization will increase their work morale so that employee performance will increase. Furthermore, employees who have better career opportunities will demonstrate their abilities and achievements in order to obtain good performance and in the future will get a better career that will be provided by the company. The results of this research are in line with research by Kuncorowati & Supardin (2024) which proves that simultaneously job satisfaction and organizational commitment influence employee performance. Latif et al. (2019) which shows that organizational commitment and job satisfaction simultaneously have a significant effect on employee performance.

Mokoagow et al. (2020) found that job satisfaction and career development simultaneously have a significant effect on employee performance. Organizational commitment to employee performance at the DPRD D.I. Yogyakarta Secretariat can influence how well employee's work. This suggests that in the future, attention paid to matters that influence organizational commitment will be very important for employee performance. Employee job satisfaction at the DPRD D.I. Yogyakarta Secretariat influences employee performance. This can increase their motivation to work better and show how important job satisfaction is in the agency/company. Career development for employees of the DPRD D.I. Yogyakarta Secretariat has a positive effect on their performance. This indicates that good performance can be a driving force for career development in that agency or company.

## 6. Conclusion

Based on the results of the analysis and hypothesis testing as well as the discussion in this research, the following conclusions can be drawn. Based on the results of the t test, it can be concluded that organizational commitment has a positive and significant effect on employee performance at the Regional People's Representative Council (*Dewan Perwakilan Rakyat Daerah/DPRD*) D.I. Yogyakarta Secretariat. Job satisfaction has a positive and significant effect on employee performance at the DPRD D.I. Yogyakarta Secretariat. Career development has a positive and significant effect on employee performance at the DPRD D.I. Yogyakarta Secretariat. Based on the results of the F test, it can be stated that organizational commitment, job satisfaction and career development together have a significant effect on employee performance at the DPRD D.I. Yogyakarta Secretariat. Based on the results of the descriptive analysis, it can be concluded that in terms of organizational commitment indicators, the item with the lowest average value is I will have difficulties in life if I leave the agency. It is hoped that employees will have a strong desire to continue working at the DPRD D.I. Yogyakarta Secretariat, so that they will no longer look for work outside which may not necessarily be better. In addition, in the aspect of job satisfaction, the item "Promotions given follow the rules" also shows the lowest average value. Therefore, it is important for organizations to provide rewards that are in line with employees' hopes and desires so that they feel satisfied. Finally, in terms of career development, the item "Information about opportunities to develop careers open to all agency employees" has the lowest average value. This highlights the importance of organizations providing better career opportunities to all employees, which should be tailored to each employee's individual achievements.

## References

- Adha, S., Wandu, D., & Susanto, Y. (2019). Pengaruh Kepuasan Kerja terhadap Kinerja Pegawai pada Dinas Perindustrian, Perdagangan dan ESDM Kabupaten Pandeglang. *Jurnal Ekonomi Vokasi*, 2(1), 61-72.
- Afandi, P. (2018). *Manajemen Sumber Daya Manusia Teori, konsep dan indikator*. Pekanbaru: Zanafa.
- Angraini, R., Parawangi, A., & Mustari, N. (2021). Pengaruh Komitmen Organisasi Terhadap Kinerja Pegawai Di Badan Kepegawaian Dan Diklat Daerah Kabupaten Enrekang. *Kajian Ilmiah Mahasiswa Administrasi Publik (KIMAP)*, 2(3), 875-888.
- Astuty, I., & Udin, U. D. I. N. (2020). The effect of perceived organizational support and transformational leadership on affective commitment and employee performance. *The Journal of Asian Finance, Economics and Business*, 7(10), 401-411.
- Bahri, S., Ramly, M., & Gani, A. (2021). Organizational commitment and civil servants performance: The contribution of intelligence, local wisdom and organizational culture. *European Journal of Business and Management Research*, 6(1), 128-134.
- Busro, M. (2018). *Teori-Teori Manajemen Sumber Daya Manusia*. Jakarta: Prenadamedia Group
- Butarbutar, N., Chandra, E., & Pakpahan, G. E. (2020). The Employee Performance Seen from the Aspects of Organizational Culture and Commitment at the Education Office of Pematangsiantar City. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 3(2), 380-388.
- Edward, Y. R., & Purba, K. (2020). The effect analysis of emotional intelligence and work environment on employee performance with organizational commitment as intervening variables in PT Berkas Bima Sentana. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Vol. 3(3)*, 1552-1563.
- Ekhsan, M., & Aziz, A. 2021. Servant Leadership And Employee Performance: Does Organizational Commitment Mediate in the Model?. In *Proceeding the First International Conference on Government Education Management and Tourism 1* (1). 373-382.
- Jaya, A. N. (2021). Pengaruh Pengembangan Karir Dan Kepemimpinan Terhadap Kinerja Di Sekretariat Dprd Kabupaten Kerinci. *Hurema: Journal of Human Resource Management*, 1(1), 55-71.
- Kasmir. (2019). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Ed. 1. Cet ke-6. Depok: Rajawali Pers.
- Kuncorowati, H., & Supardin, L. (2024). Pengaruh Kepuasan Kerja dan Komitmen Organisasi Terhadap Kinerja Karyawan. *Jurnal Ilmiah Edunomika*, 8(1).
- Latief, A., Syardiansah, S., & Safwan, M. (2019). Pengaruh Komitmen Organisasi dan Kepuasan Kerja terhadap Kinerja Karyawan Badan Penyelenggara Jaminan Sosial Kesehatan. *Jurnal Administrasi Publik (Public Administration Journal)*, 9(1), 43-48.
- Mangkunegara, A. (2017). *Evaluasi Kinerja SDM*. Bandung: PT.Refika
- Mokoagow, Z. M., Soegoto, A. S., & Sumarauw, J. S. (2020). Pengaruh Kepuasan Kerja Dan Pengembangan Karir Terhadap Kinerja Karyawan Pada PT. Pln (Persero) Wilayah Sulutenggo. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 8(1).
- Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The journal of asian finance, economics and business*, 7(8), 577-588.
- Paramita, E., Lumbanraja, P., & Absah, Y. (2020). The influence of organizational culture and organizational commitment on employee performance and job satisfaction as a moderating variable at PT. Bank Mandiri (Persero), Tbk. *International Journal of Research and Review*, 7(3), 273-286.
- Rialmi, Z., & Patoni, P. (2020). Pengaruh Pengembangan Karir terhadap Kinerja Karyawan pada PT Bank CIMB Niaga Cabang Pondok Indah, Jakarta Selatan. *Jurnal Mandiri: Ilmu Pengetahuan, Seni, Dan Teknologi*, 4(2), 210-221.
- Ridwan, M., Mulyani, S. R., & Ali, H. (2020). Improving employee performance through perceived organizational support, organizational commitment and organizational citizenship behavior. *Systematic Reviews in Pharmacy*, 11(12).
- Rinny, P., Purba, C. B., & Handiman, U. T. (2020). The influence of compensation, job promotion, and job satisfaction on employee performance of Mercubuana University. *International Journal of Business Marketing and Management (IJBMM)*, 5(2), 39-48.

- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162.
- Samsuddin, H. (2018). *Kinerja Karyawan Tinjauan dari Dimensi Gaya Kepemimpinan, Budaya Organisasi dan Komitmen Organisasi*. Sidoarjo: Indomedia Pustaka.
- Sarhan, N., Harb, A., Shrafat, F., & Alhusban, M. (2020). The effect of organizational culture on the organizational commitment: Evidence from hotel industry. *Management Science Letters*, 10(1), 183-196.
- Senjaya, V., & Anindita, R. (2020). The role of transformational leadership and organizational culture towards organizational commitment through job satisfaction among mining industry employees. *Jurnal Aplikasi Manajemen*, 18(4), 767-782.
- Shaleh, M. (2018). *Komitmen Organisasi terhadap Kinerja Pegawai*. Makassar: Aksara Timur
- Sidik, R. F., Hermawati, J., & Kurniawan, S. (2021). Pengaruh komitmen organisasional, kepuasan kerja dan budaya organisasi terhadap kinerja karyawan pada Bento Kopi Yogyakarta. *Widya Manajemen*, 3(1), 86-96.
- Wirayudha, C. A., & Adnyani, I. G. A. D. (2020). Kompensasi Dan Pengembangan Karir Berpengaruh Terhadap Kepuasan Kerja Dan Retensi Karyawan Bpr Lestari. *E-Jurnal Manajemen Universitas Udayana*, 9(5), 1676.



Copyright: © 2024 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution-ShareAlike 4.0 International License (<https://creativecommons.org/licenses/by-sa/4.0/>).