

The Influence of Job Analysis and Career Development on Organizational Performance through Organizational Commitment on Field Deputy Employees Ministry of Cooperation and SMEs

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ABSTRACT

This study aims to determine the effect of job analysis and career development to organizational performance and determine the effect of job analysis and career development to performance through organizational commitment. The study was conducted at the Cooperative Institutional Deputy organizations and SMEs Ministry of Cooperatives and SMEs. Sampling using saturated samples involving 105 employees in all parts of the organization. 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. The indirect effect of job analysis and career development to organizational performance through organizational commitment is greater than the direct effect so that it can be said that the work organization commitment variable as an intervening variable.

KEYWORDS: *job analysis, career development, organizational commitment, organizational performance*

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I. INTRODUCTION

Performance is an overview of the level of achievement of the implementation of an activity/program/policy in achieving the goals, objectives, mission, and vision of the organization as stated in the strategic planning of an organization (Mahsun, 2006: 25). Performance is 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, 2002).

Levine et al in Dwiyanto (1995) suggested three concepts that can be used as a benchmark to measure the performance of public organizations, namely: responsiveness, and accountability. Responsiveness indicators, refer 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 were conducted in accordance with the principles of administration, rules, and policies of the organization, the better the performance is assessed. Accountability refers to how much the policies and activities of public organizations are 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 been able to do the job properly. From the analysis of these positions then the organization will be able to determine characteristics such as what should be owned by prospective employees before taking a

position, which is output in the form of job specification and job description. Job analysis is very strategic in order to clarify the work among employees, that is not necessarily the same job titles have consequences exactly the same job and the general classification of different positions that have no indication expand the scope of its work. But anyway, job analysis remains a need for organizations to clarify each position. The job analysis will make clear to both leaders and members of the workload. 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 positions 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.

That's also the organizational commitment is also necessary for 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.

II. LITERATURE REVIEW

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 were 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: 67) 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: 183), the achievement of the results can be assessed by the actors, namely:

- 1 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.
- 2 Performance groups, which illustrates how far someone carrying out a duty that can give results that have been set by the group or agency.
- 3 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.
- 4 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.

Performance is an overview of the level of achievement of the implementation of an activity/ program/policy in achieving the goals, objectives, mission, and vision of the organization as stated in the strategic planning of an organization (Mahsun, 2006: 25). Performance is a set of outputs (outcomes) generated by the execution of a particular function for a certain period (Tangkilisan, 2003: 109).

Based on some opinions on the above, it can be said that the concept of performance is an overview of the accomplishments of the employees or groups within an organization in the implementation of activities, programs, policies in order to realize the vision, mission, and goals of the organization that has been designated. It is also explained that the concept of performance is closely linked to the concept of the organization.

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 been able to do the job properly. From the analysis of these positions then the organization will able to determine characteristics such as what should be owned by prospective employees before taking a position, which is output in the form of job specification and job description.

Where in the job description contains the 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.

The results will serve as the performance basic appraisal by an employment agency for the promotion and bracket. Assumptions that contains the meaning of the importance of job analysis as described by Schuler & Jackson, (1996), Sharma et al. (1998) & Desslar et al., (1999):

Discussed the importance of job analysis and job analysis conduction of which was obvious from the fact that most of the job analysis Researchers have declared as a backbone and cornerstone of each and every human resource activity. Job analysis provides a foundation of requisite information regarding jobs and employees that human resource professionals used to build up such important documents such as job description, job specifications, and performance appraisal. Despite the acknowledgment of the pivotal role of job analysis in all human resource activities, there was a rear empirical research roommate job analysis linked specifically to job performance.

Sharma et al. (1998) claimed that the definitive rationale of job analysis was to improve job performance and output of an employee. The significance and carrying out the job analysis has the latent to devise this input to job performance both directly and inter-actively with other core HR practices.

Job analysis, according to Sirait (2006, h.46) 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, (1993, h.38) 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 are 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.

Job analysis is the process of gathering facts or information regarding the intricacies of a job. According to Sedarmayanti (2009: 151) the benefits that can be obtained by a process of job analysis, among others: a) withdrawal, selection, and deployment of staff; b) As a basic guide in preparing training programs and development; c) Assess the performance/execution of work; d) Improving ways of working employees; e) To plan the organization in order to qualify / fix the appropriate organizational structure and functions of the burden of office; f) Plan and carry out the promotion and transfer of employees; g) Guidance and counseling employees.

Career Development

Werther and Davis (1996) state that the career is all positions 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 position, in turn, can improve one's career.

Organizational Commitment

According to Robbins and Judge (2008: 100) 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: 73) 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: 165) that reflects the organization's commitment to recognizing 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: 101) state that there are three separate dimensions of organizational commitment:

1. Affective commitment is an emotional feeling for the organization and a belief in its values.
2. Continuous commitment is the economic value that is felt to survive in an organization when compared to leaving the organization.
3. Normative commitment is the obligation to stay in the organization for moral and ethical reasons.

Research Methods

Formulation of The Problem

The formulation of this problem is as follows:

1. How is the effect of job analysis and career development on the organizational performance of the Deputy for Cooperative and SME Institutions of the Ministry of Cooperatives and SMEs?
2. How is the effect of job analysis on the organizational performance of the Deputy for Cooperative and SME Institutions of the Ministry of Cooperatives and SMEs?
3. How is the influence of career development on organizational performance of the Deputy for Cooperative and SME Institutions of the Ministry of Cooperatives and SMEs?
4. How is the influence of organizational commitment on organizational performance of the Deputy for Cooperative and SMEs Institutions of the Ministry of Cooperatives and SMEs?
5. How is the influence of job analysis on the organizational performance of the Deputy for Cooperative and SMEs Institutions of the Ministry of Cooperatives and SMEs through organizational commitment?
6. How is the influence of career development on organizational performance of the Deputy for Cooperative and SMEs Institutions of the Ministry of Cooperatives and SMEs through organizational commitment?

III. RESEARCH METHODOLOGY

Research Design

This study used an explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of the independent variable to the dependent variable.

The study was conducted at the Deputy for the Institution of Cooperatives and SMEs of the Ministry of Cooperatives and SMEs.

Population and Sample

The population is a generalization area which consists of objects/subjects that have the quantity and certain characteristics set by the researcher to be studied and then drawn conclusions (Sugiyono, 2005). The sample is a part of the population to represent the entire population, (Surakhmad, 2000).

The sample used by researchers in this study were employees of the Deputy for Cooperative and SME Institutional Affairs at the Ministry of Cooperatives and SMEs. This sampling technique is also called saturated sampling method involving all 105 employees.

IV. RESULTS AND DISCUSSION

1. Effect of job analysis and career development on organizational performance

The linear analysis model can be seen based on calculations using the SPSS program as follows.

Table 1. Results of the first equation analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12,814	4,591		2,791	,009
Job Analysis	,810	,194	,471	4,165	,000
Career Development	,642	,120	,604	5,338	,000

a. Dependent Variable: Organizational Performance

Based on the table above, simultaneous structural equations can be described as follows

$$Y = 0.471X_1 + 0.604X_2$$

Table 2. F values calculate simultaneous equations

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	697,805	2	348,903	24,205	,000b
Residual	4105,437	30	14,415		
Total	1130,242	105			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Career Development, Job Analysis

Based on the table above it is known that the calculated F value is 24.205 and the significance is 0.00. This value is less than 0.05. This means that job analysis and career development variables affect organizational performance simultaneously. The magnitude of the effect of the independent variable on the dependent variable can be seen from the value of r squared as follows.

Table 3. The value of r squared the first regression model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.786a	.617	.592	3,79665	1,144

a. Predictors: (Constant), Career Development, Job Analysis
 b. Dependent Variable: Organizational Performance

Based on the table above, it is known that the r squared value is 61.7% meaning that the job analysis and career development variables affect organizational performance by 61.7% while the rest is influenced by other variables not included in the equation model.

2. Analysis of the Effect of Job Analysis on Organizational Performance

The results of the analysis of the effect of job analysis on performance partially 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 (Constant)	25,648	5,372		4,774	,000
Job Analysis	,867	,267	,504	3,249	,003

a. Dependent Variable: Organizational Performance

Based on the table of analysis results above it is known that the job analysis coefficient is 0.504. T value is 3.249. The significance value is 0.03. This significance value is smaller than 0.05. This means that job analysis variables affect organizational performance partially. The amount of influence of job analysis on organizational performance can be seen in the following table.

Table 5. The value of r squared for the second equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,504a	,254	,230	5,21535

a. Predictors: (Constant), Job Analysis

Based on the table above can be seen the value of r squared is 0.254. This means that the effect of job analysis variables on performance is 25.4% and the rest is influenced by other variables not included in the equation model.

3. Analysis of the Effect of Career Development on Organizational Performance

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

Table 6. Results of the third regression equation analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	28,300	3,1058		8,503	,000
Career Development	,670	,148	,629	4,510	,000

a. Dependent Variable: Organizational Performance

Based on the table the results of the above analysis note that the career development coefficient is 0.629. T value is 7.310. The significance value of 0.00. This significance value is smaller than 0.05. This means that career development variables have an effect on organizational performance partially. The magnitude of the effect of career development on 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	,629a	,396	,377	4.69219

a. Predictors: (Constant), Career Development

Based on the above table it can be seen r squared value of 0.396. This means that the influence of career development variables on organizational performance by 39.7% and the rest influenced by other variables not included in the model equations.

4. Influence Analysis of Organizational Commitment to Organizational Performance

The analysis results on the performance of organizational commitment partially work 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)	4.210	3.507		1,200	,239
Organizational Commitment	,923	,083	,894	11.118	,000

a. Dependent Variable: Organizational Performance

Based on the table the results of the above analysis note that the coefficient of organizational commitment is 0.894. T value is 11,118. The significance value of 0.00. This significance value is smaller than 0.05. This means that the organizational commitment variable influences organizational performance partially. The magnitude of the effect of organizational commitment on organizational performance can be seen in the following table.

Table 9. The value of r quadratic fourth equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,894a	,799	,793	2,70374

a. Predictors: (Constant), Organizational Commitment

Based on the above table it can be seen r squared value of 0.799. This means that the influence of career development variables on organizational performance and the remaining 79.9% is influenced by other variables that are not incorporated into the model equations.

5. Influence Analysis of Job Analysis on Organizational Performance Through Organizational Commitment

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

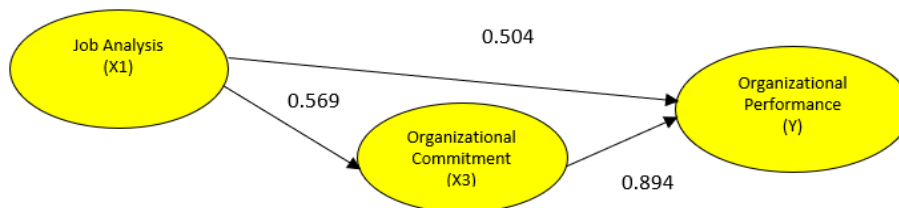


Figure 1. Analysis of the influence lines X1 to Y via X3

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

Table 10. Effect of job analysis to organizational performance through organizational commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	23.061	4.957		4.652	,000
Job Analysis	,948	,246	,569	3,852	,001

a. Dependent Variable: Organizational Commitment

Based on the picture above can be seen that the effect of the job analysis to organizational performance is 0.504. Job analysis influence on organizational performance through organizational commitment is 0.569 X 0.894 = 0.508. In this case, the indirect effect is greater than the direct effect so that it can be said that the work organizational commitment variable as an intervening variable.

6. Analysis of Effect of Career Development on Organizational Performance Through Commitment Organizational

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

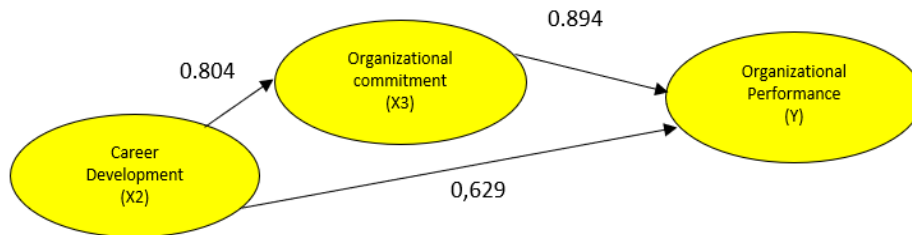


Figure 2. Analysis of the influence lines X2 to Y via X3

The coefficient of career development to organizational performance through organizational commitment can be seen in the following table.

Table 11. The coefficient of influence career development on organizational performance through organizational commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	23.864	2.467		9.673	,000
Career Development	,829	,110	,804	7.5105	,000

a. Dependent Variable: Organizational Commitment

Based on the picture above it can be seen that the direct effect of career development to organizational performance is 0,629. While the influence of career development to organizational performance through organizational commitment is $0.804 \times 0.894 = 0.718$. In this case the direct influence smaller than indirect influence so that it can be said that organizational commitment variable as an intervening variable.

V. CONCLUSIONS AND SUGGESTION

Conclusion

Career development variables affect organizational performance partially. T value of 7.310. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.396. This means that the influence of career development on organizational performance by 39.7% and the rest influenced by other variables not included in the model equations.

Organizational commitment affects organizational performance partially. T value of 11.118. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.799. This means that the influence of career development on organizational performance and the remaining 79.9% is influenced by other variables that are not incorporated into the model equations.

Effect of job analysis to organizational performance is 0.504. Job analysis influence on performance through organizational commitment is $0.569 \times 0.894 = 0.508$. 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 0,629. While the influence of career development through a commitment to organizational performance is $0.804 \times 0.894 = 0.718$. In this case the direct influence smaller than indirect influence so that it can be said that organization commitment variable as an intervening variable.

Suggestion

In improving organizational performance, an organization needs to consider the job analysis, career development, and organizational commitment. Job analysis is very strategic in order to clarify the work among employees. Job analysis needs to be made with regard to the list of tasks, responsibilities, reporting, working conditions, education, skills, and personality.

Career development also needs to be considered in improving employee performance. Careers are all positions healthy during one's work. Career development needs to consider education and training, transfer and promotion.

The commitment also needs to be considered in improving 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. Organizational commitment is done through an increase in affective commitment, continuous commitment, and normative commitment. Activities to increase this commitment through various activities like trainings, togetherness in travel.

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