

The Effect of Organizational Culture and Career Development to Employee Performance through Organization Commitment on Directorate of Export of Agriculture and Forestry Products Ministry of Trade

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Abstract: *This study aims to analyze the influence of organizational culture and career development on employee performance simultaneously, analyze the influence of organizational culture, career development and organizational commitment to partial employee performance, analyze the influence of organizational culture on performance through organizational commitment and analyze the influence of career development on employee performance through organizational commitment variables. The research was conducted on the employees of the export directorate of agricultural products and forestry trade ministry. The sampling technique used a saturated sample involving 80 employees and data analysis using path analysis. The results showed that the variables of organizational culture and career development affect the performance of employees. Variable organizational culture, career development, and organizational commitment affect the performance of employees partially. The influence of organizational culture on employee performance is 0.357. The direct influence of career development on employee performance is 0.405. In this case, the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not as a mediation variable.*

Keywords: *Organizational Culture, Career Development, Organizational Commitment, Employee Performance*

I. INTRODUCTION

One of the important factors in organizational development is organizational culture. Culture is the value or norm adopted by members of the organization. Organizational culture will affect the performance of employees in the organization. Waridin and Masrukhin (2006) stated that organizational culture is a value system that is acquired and developed by the organization and the basic habits and philosophy of its founder, formed into a rule used as a guide in thinking and acting in achieving organizational goals. Rashid, Sambasivan, and Johari (2002) also stated that organizational culture has an effect on employee performance. This study was conducted on a number of company employees in Malaysia.

In research Kusmono (2005) states that organizational culture affects the performance of employees, especially employee production section. The unit of analysis is the production employee of the wood processing industry sub-sector in East Java. Other results also indicate organizational commitment and organizational culture affect performance. The results of this study can be used by the next researcher as a research material in the field of science of organizational behavior or similar science.

Another factor that affects employee performance is career development of employees. The higher the career development of employees, it is expected the performance of employees will also be greater. In research, Sofyan et al (2016) stated that career development affects the performance of employees who work at the company.

Another factor that affects employee performance is organizational commitment. In research Tobing (2016) stated that organizational commitment affects the performance of employees who work in a company.

II. LITERATURE REVIEW

2.1 Employee Performance

Understanding performance according to Siswanto (2002: 235) states that the performance is the work of quality and quantity achieved by a person in carrying out tasks and jobs given to him. Rivai (2005: 309) said that performance is a real behavior that is displayed every person as a work performance generated by employees in accordance with its role in the company. The result of work or activity of an employee in quality and quantity in an organization to achieve a goal in carrying out task and work given to him.

Measuring employee performance according to Dharma (2003: 355) consider the following matters:

1. Quantity, ie the amount to be completed or achieved.
2. Quality, namely the quality that must be produced (whether or not). The qualitative measurements of the output reflect the measurement or the level of satisfaction that is how well the settlement is
3. Timeliness, ie whether or not the planned time.

Meanwhile, according to Mathis (2002: 78) which became an indicator in measuring the performance or achievement of employees are as follows:

1. The quantity of work, ie the volume of work produced under normal conditions.
2. Quality of work, which can be neatness accuracy and linkage results with not ignore the volume of work.
3. Utilization of time, ie the use of working periods adjusted to the discretion of the company or government agency.
4. Cooperation, namely the ability to handle relationships with others in the work.

2.2 Organizational Culture

Robbins (2000) states that organizational culture is a system of shared meanings within an organization that determines in a higher level how employees act. Organizational culture is a value system that all members of the organization believe and studied and applied and developed on an ongoing basis that serves as an overall system. Robbins (1998) states: organizational culture refers to a system of shared meaning held by members that distinguish the organization from other organizations. This system of shared meaning is, on closer analysis, a set of key characteristics that the organization value.

Further, Robbins (2000) argues that: "Organizational culture as the dominant values disseminated within the organization employed as a working philosophy of employees that guide the organization's policy in managing its employees and consumers. Organizational culture as a set of values and norms that control members of an organization interact with others and with suppliers, consumers, and others outside the organization. The organizational culture consists of the final state that the organization seeks to achieve (terminal value) and the model encourages organizational behavior (instrumental values). Ideally, instrumental value helps the organization achieve its terminal objectives. Actually, different organizations have different cultures because they process different terminal and instrumental value settings.

Organizational culture has a broad meaning. According to Dessler (2006), organizational culture is a characteristic of the values, traditions, and behavior of employees within the company. According to Luthans (2000), organizational culture is the norms and values that direct the behavior of members of the organization. Each member will behave in accordance with the prevailing culture to be accepted by the environment.

Schein in Luthan (2000) defines organizational culture as a pattern of basic assumptions found, created, or developed by a particular group with the intention that the organization learns to overcome or overcome its problems arising from external adaptations and internal integration is good enough, so it needs to be taught to new members as a right way to understand, think and feel with regard to those issues. Organizational culture is defined as a cognitive framework containing the attitudes, values, norms and shared expectations shared by members of the organization (Greenberg and Baron, 2000).

Organizational culture is concerned with the context of organizational development, meaning that culture is rooted in organizational history, believed to be shared and not easily manipulated directly (Schneider, 1996, in Cahyono 2005). According to Stoner (1996) in Waridin and Masrukhin (2006) culture is a complex mix of assumptions, behaviors, stories, myths, metaphors and other ideas that are one to determine what it means to be a member of a particular society. Organizational culture or corporate culture is often defined as values, symbols that are understood and obeyed together, owned by an organization so that the organization feels a family and create a condition of members of the organization feel different from other organizations.

Mas'ud (2004), organizational culture is a system of meaning, values and belief shared in an organization that became a reference to act and distinguishes one organization with another organization. Organizational culture then becomes the main identity or character of the organization that is maintained and maintained. Robins (2006), states that organizational culture is a system of shared meanings embraced by members of the organization that distinguishes the organization from other organizations. Organizational culture is a value system that is acquired and developed by the organization and the basic habits and philosophy of its founder,

formed into a rule that is used as a guide in thinking and acting in achieving organizational goals. A growing culture is strong enough to spur the organization towards better development. Further, Robins (2006), said that cultural change can be done by: (1) making management behavior as a model, (2) creating new history, symbols and customs and beliefs according to the desired culture, (3) selecting, promoting and supporting employees, (4) redefine the socialization process for new values, (5) change the reward system with new values, (6) replace the unwritten norm with written formal rules, (7) randomize sub culture through rotation of office, and (8) enhance group cooperation. Denison and Misra (1995) formulate organizational culture indicators as follows: (1) mission, (2) consistency, (3) adaptability, and (4) engagement.

2.3 Career Development

Werther and Davis (1996) state that careers are all healthy positions during one's lifetime. Career management will be used by individual employees to connect labor systems and labor market systems. Development will support the performance of employees or soldiers. Career development has dimensions such as education and training, Mutation and promotion (Flippo in Mas'ud, 1993).

According to Simamora (1995: 392) career development process in a formal approach taken by the organization to ensure that people with appropriate qualifications and experience are available when needed. So that career development can be said a condition that the existence of improvement of one's status in the organization in a career path which has been specified in the organization concerned.

Based on the above description thus career development is a formalized approach or activity to enhance employment growth, job satisfaction, knowledge, and ability so that the organization can ensure that people with appropriate qualifications and experience are available within the organization.

The goal of the entire career development program is to match the needs and goals of employees with the career opportunities available in the company today and in the future. Therefore, the business of a well-designed career development system will be able to assist employees in determining their own career needs, and adjusting to employee needs and company goals.

The planned career development program contains three main elements (Moekijat, 1995: 103):

1. Assist employees in assessing their own internal career needs.
2. Develop and inform existing career opportunities within the organization.
3. Adjusting the needs and abilities of employees with career opportunities.

In accordance with the above three elements are expected career employees is a very important element that is personal. Therefore, organizations give employees the freedom to make their own decisions about the goals and opportunities of their careers. In order to determine their career path, career goals, and career development, employees need to consider five factors (Siagian, 1999: 207):

1. Fair treatment in a career.
2. Concern for direct supervisors
3. Information on various promotion opportunities
4. Interest to be promoted

Career Development Methods

Here are some methods in career development by Mondy and Noe (2005):

1. Formal discussions with people who have more knowledge (more experts).
2. Easy access to information about the company.
3. Job assessment system
4. Procurement of Workshop

2.4 Organizational Commitment

According to Robbins and Judge (2008: 100) organizational commitment is a situation where an employee sided with a particular organization and its goals and wishes to maintain membership within the organization. Thus, high employee involvement means siding with the particular job of an individual, while high organizational commitment means favoring the organization that recruits the individual.

Meanwhile, according to Moorhead and Griffin (2013: 73) organizational commitment is an attitude that reflects the extent to which an individual knows and tied to his organization. A highly committed individual will likely see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki (2014: 165) that organizational commitment reflects the degree to which a person recognizes an organization and is bound to its goals.

It can be concluded that organizational commitment is the individual psychological state associated with strong beliefs, beliefs, and acceptance of organizational goals and values, a strong willingness to work for the organization and the degree to which it wants to remain an organization member.

Organizational Commitment Dimension

Robbins and Judge (2008: 101) state that there are three separate dimensions of organizational commitment:

1. Affective commitment
2. Ongoing commitment
3. Normative commitment

Factors Affecting Organizational Commitment

According to Dyne and Graham (2005) in Soekidjan (2009), the factors affecting commitment are as follows:

1. Personal characteristics.
2. Situational.
3. Positional.

The concept of organizational commitment has been defined and measured in different ways. According to Cherirington (1996) in Khikmah (2005) organizational commitment as a personal value, which sometimes refers to a loyal attitude to the company. Robbins (2003) suggests organizational commitment is one attitude that reflects feelings of likes or dislikes of the organization where work.

Organizational commitment is the attitude of employees who are interested in the goals, values and objectives of the organization shown by the acceptance of individual values and goals of the organization and have the desire to affiliate with the organization and willingness to work hard for the organization so that makes individuals feel at home and still want to stay in the organization achieving organizational goals and sustainability. Organizational commitment is revealed by the scale of organizational commitment. The aspect of commitment is expressed through Schultz and Schultz's (1993, 290) aspects: (1) acceptance of organizational values and goals (2) willingness to strive for the organization and (3) having a desire to affiliate with the organization. Meyer and Allen (1993) suggest three components of organizational commitment:

1. Affective commitment occurs when employees want to be part of the organization because of an emotional bond (emotional attachment) or feel has the same value with the organization.
2. Continuance commitment, ie the willingness of individuals to remain in the organization because they do not find other jobs or due to certain economic rewards.
3. Normative commitment, arising from the values of employees. Personnel remain, members of the organization because there is an awareness that commitment to the organization is the right thing to do.

III. RESEARCH METHODS

3.1 Research Methods

This research uses explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of independent variables to the dependent variable. Relationships between variables can be described in the form of path analysis as follows:

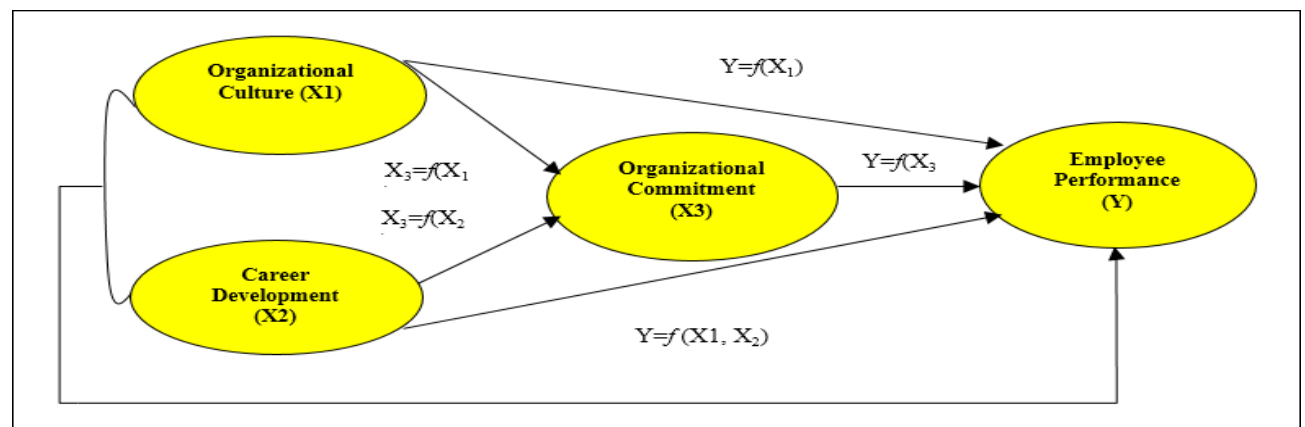


Figure 1. Research Design

3.2 Data Collection Techniques

To obtain a concrete and objective data must be held research on the problems studied, while the steps that researchers took in the collection of data are:

- a. Primary data

Primary data is data obtained directly from the object of research, In this case, the primary data obtained from field research that is data collection method used premises direct research on the object of research in question.

b. Secondary data

Secondary data is data obtained indirectly from research object. In this case, the secondary data obtained from the library research data collecting method that is done by studying and understanding the literature of the book the work of authors who can answer the basic theory.

3.3 Data Processing Techniques

Questionnaire to be used in research, to produce valid and reliable instrument first tested with validity test and instrument reliability. According to Sugiyono (2007: 219) "Validity is a condition that describes the level of the instrument concerned can measure what should be measured". While reliability is a value that shows the consistency of a measuring device in measuring the same symptoms (Riduwan, 2003: 86). By using a valid and reliable instrument, it is expected that the results will be valid and reliable.

1. Test Data Validity

Testing the validity of the instrument using the item analysis, which is to calculate the score of each item with the total score which is the number of each scored item. The coefficient of correlation used is product moment correlation coefficient.

2. Test Data Reliability

Looking for instrument reliability whose score is not 0-1, but is a range between several values, eg 0-10 or 0-100 or scales 1-3, 1-5, or 1-7, and so on can use alpha coefficient (α) from Cronbach.

IV. RESULT AND DISCUSSION RESULT

4.1 Validity Test Results

Organizational culture variables include 7 questions composed of numbers 1 through 7. The question is then submitted to 80 employees. Before analyzed further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.

Table 1. Instrument Validity Test Results of Organizational Culture Variables

Variable	Statement	R arithmetic	R table	Description
Organizational Culture (X1)	Question 1	0,841	0,220	Valid
	Question 2	0,788	0,220	Valid
	Question 3	0,788	0,220	Valid
	Question 4	0,708	0,220	Valid
	Question 5	0,693	0,220	Valid
	Question 6	0,645	0,220	Valid
	Question 7	0,803	0,220	Valid

Source: Primary Data, processed in 2017

The career development variable covers 6 questions. The question was then submitted to 80 employees. Before further analyzed the results of the questionnaire is seen the validity. Validity test results can be seen in the following table.

Table 2. Validity Test Results Instrument Variable Career Development

Variable	Statement	R arithmetic	R table	Description
Career Development(X2)	Question 1	0,886	0,220	Valid
	Question 2	0,817	0,220	Valid
	Question 3	0,874	0,220	Valid
	Question 4	0,797	0,220	Valid
	Question 5	0,810	0,220	Valid
	Question 6	0,804	0,220	Valid

Source: Primary Data, processed in 2017

Organizational commitment variables include 5 questions. The question was then submitted to 80 employees. Before further analyzed the results of the questionnaire is seen the validity. Validity test results can be seen in the following table.

Table 3. Validity Test Results Instrument Variable Organizational Commitment

Variable	Statement	R arithmetic	R table	Description
Organizational Commitment(X3)	Question 1	0,634	0,220	Valid
	Question 2	0,451	0,220	Valid
	Question 3	0,414	0,220	Valid
	Question 4	0,223	0,220	Valid
	Question 5	0,510	0,220	Valid

Source: Primary Data, processed in 2017

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Employee performance variable includes 12 questions. The question was then submitted to 80 employees. Before further analyzed the results of the questionnaire is seen the validity. Validity test results can be seen in the following table.

Table 4. Validity Test Results Instrument Variable Employee Performance

Variable	Statement	R arithmetic	R table	Description
Employee Performance (Y)	Question 1	0,605	0,220	Valid
	Question 2	0,595	0,220	Valid
	Question 3	0,549	0,220	Valid
	Question 4	0,513	0,220	Valid
	Question 5	0,513	0,220	Valid
	Question 6	0,585	0,220	Valid
	Question 7	0,515	0,220	Valid
	Question 8	0,583	0,220	Valid
	Question 9	0,583	0,220	Valid
	Question 10	0,569	0,220	Valid
	Question 11	0,552	0,220	Valid
	Question 12	0,542	0,220	Valid
Source: Primary Data, processed in 2017				

Based on Tables 1,2,3 and 4 it can be seen that all of the variable questionnaires used (organizational culture, career development, organizational commitment and employee performance variables) results are valid.

4.2. Test Reliability

Test reliability to know the extent to which the measurement results are reliable and consistent. In Table, the following test results note that all variables have alpha above 0.6 which means that all variables in this study reliable.

Table 5. Reliability Test Results Instrument Variable Research

Variable	Cronbach Alpha (α)	Description
Organizational Culture (X1)	0,717	Reliable
Career Development (X2)	0,859	Reliable
Organizational Commitment(X3)	0,622	Reliable
Employee Performance (Y)	0,761	Reliable

Source: Primary Data, processed in 2017

Based on the results of Cronbach alpha reliability test Table 5 can be seen that all existing statements form a reliable measure of organizational culture, career development, organizational commitment and employee performance variables form a reliable measure of each dimension.

4.3. Discussion

1.3.1 The Influence of Organizational Culture and Career Development to Employee Performance

Linear analysis model can be seen based on the calculation by using SPSS program as follows.

Table 6. First Equation Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26,576	3,228		8,233	,000
	Organizational Culture	,373	,116	,319	3,224	,002
	Career Development	,325	,091	,355	3,583	,001
a. Dependent Variable: Employee Performance						

Source: Primary Data, processed in 2017

Based on Table 6, the simultaneous structural equations can be described as follows: $Y=0,319X1+0,356X2$

The value of F arithmetic can be obtained from the following table

Table 7. Value F Calculate Simultaneous Equations

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	552,333	2	276,167	13,792	,000 ^b
	Residual	1541,867	77	20,024		
	Total	2094,200	79			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Organizational Culture, Career Development						

Source: Primary Data, processed in 2017

Based on Table 7 it is known that the value of F arithmetic is 13,792 and the significance is 0,05. This value is less than 0.05. This means that organizational culture and career development variables affect the performance of employees simultaneously. The magnitude of the influence of independent variables on the dependent variable can be seen from the r quadratic value as follows.

Table 8. R-Value of Square of First Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,514 ^a	,264	,245	4,47485	,951
a. Predictors: (Constant), Organizational Culture, Career Development					
b. Dependent Variable: Employee Performance					

Source: Primary Data, processed in 2017

Based on Table 8 it is known that r square value of 0, 264 means organizational culture and career development variables affect employee performance of 26,4% while the rest is influenced by other variables that are not included into the equation model.

4.3.2. Analysis of the Effect of Organizational Culture on Performance of Employees Partially

The results of the analysis of organizational culture influence on employee performance partially can be seen in the following table.

Table 9. Results of Second Regression Equation Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30,753	3,230		9,520	,000
	Organizational Culture	,439	,123	,375	3,578	,001
a. Dependent Variable: Employee Performance						

Source: Primary Data, processed in 2017

The structural equation of the above data can be seen as follows: $Y = 0,375X_1$

Based on Table 9, the above analysis results show that the organizational culture coefficient of 0,375. The value of t is 3,578. Value significance of 0.00. This value of significance is smaller than 0.05. This means that organizational culture variables affect the performance of employees partially. The amount of influence organizational culture on employee performance can be seen in the following table.

Table 10. The r-value of Square of the Second Equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,375 ^a	,141	,130	4,80251
a. Predictors: (Constant), Organizational Culture				

Source: Primary Data, processed in 2017

Based on Table 10 it can be seen r square value of 0,141. This means the influence of organizational culture variables on employee performance of 14,1 % and the rest influenced by other variables that are not included in the equation model.

4.3.3 Analysis of the Effect of Career Development on Performance of Employees Partially

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

Table 11. Results of the Third Regression Equation Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35,429	1,796		19,730	,000
	Career Development	,371	,095	,405	3,917	,000

a. Dependent Variable: Employee Performance

Source: Primary Data, processed in 2017

The structural equation of the above data can be seen as follows: $Y=0,405X_2$

Based on Table 11 above analysis results note that career development coefficient of 0,405. The value of t is 3,917. Value significance of 0.00. This value of significance is smaller than 0.05. This means that career development variables affect the performance of employees partially. The amount of career development influence on employee performance can be seen in the following table.

Table 12. The r-value of Square of the Third Equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,405 ^a	,164	,154	4,73663

a. Predictors: (Constant), Career Development

Source: Primary Data, processed in 2017

Based on Table 12 it can be seen r square value of 0,164. This means that the influence of career development variables on employee performance is 16,4 % and the rest is influenced by other variables not included in the equation model.

4.3.4 Analysis of the Effect of Organizational Commitment on Partial Employee Performance

The result of organizational commitment satisfaction analysis to partial performance can be seen in the following table.

Table 13. Results of Fourth Regression Equation Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34,549	2,531		13,653	,000
	Organizational Commitment	,484	,157	,329	3,076	,003

a. Dependent Variable: Employee Performance

Source: Primary Data, processed in 2017

The structural equation of the above data can be seen as follows: $Y=0,329X_3$

Based on Table 13, the results of the above analysis note that the organizational commitment coefficient of 0,329. The value of t is 3,076. The value of significance of 0.003. This value of significance is smaller than 0.05. It means that organizational commitment variable influence to partial employee performance. The amount of influence of organizational commitment on employee performance can be seen in the following table.

Table 14. The value of r Square Fourth Equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,329 ^a	,108	,097	4,89321

a. Predictors: (Constant), Organizational Commitment

Source: Primary Data, processed in 2017

Based on Table 14 it can be seen r square value of 0,108. This means the effect of organizational commitment variables on employee performance of 10,8 % and the rest influenced by other variables that are not included in the equation model.

4.3.5 Analysis of the Effect of Organizational Culture on Employee Performance through Organizational Commitment Variables

Based on the partial path analysis above it can be described as follows. The analysis is an analysis of the path with sub-structure picture as follows.

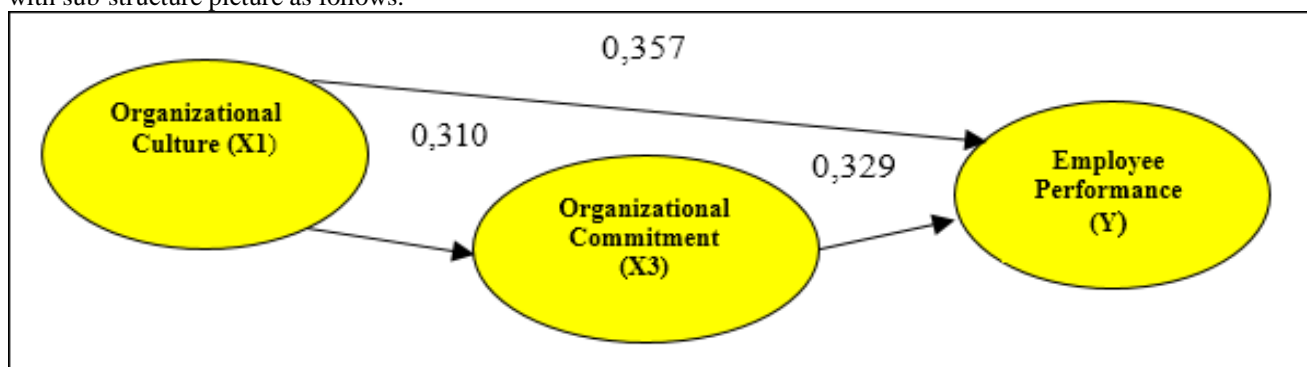


Figure 2. Analysis of Influence of X1 Line Against Y through X3

The coefficient of organizational culture influence on the organizational commitment can be seen in the following table

Table 15. The Influence of Organizational Culture on Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,318	2,254		4,135	,000
	Organizational Culture	,246	,086	,310	2,878	,005

a. Dependent Variable: Organizational Commitment

Source: Primary Data, processed in 2017

Based on Figure 2 and Table 15, it can be seen that the effect of organizational culture on employee performance is 0,357. The influence of organizational culture on employee performance through the organizational commitments $0,310 \times 0,329 = 0,1019$. In this case, the direct influence is greater than the indirect effect so it can be said that the variable of organizational commitment is not as intervening variable.

4.3.6 Analysis of The Effect of Career development The Performance Of Employees Through Organizational Commitment Variables

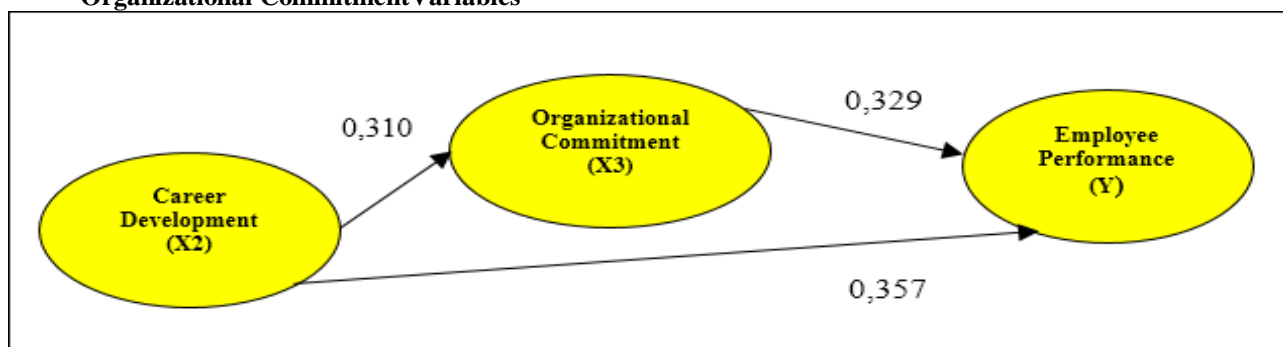


Figure 3. Path analysis of X2 effect on Y through X3

The value of career development coefficient on the organizational commitment can be seen in the following table:

Table 16. Value of Career Development Effect Coefficient on Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,947	1,336		11,941	,000
	Career Development	,013	,070	,021	,184	,854

a. Dependent Variable: Organizational Commitment

Source: Primary Data, processed in 2017

Based on Figure 3 and Table 16 it can be seen that the direct influence of the career development on employee performance is 0,405. While the influence of the performance of employees through the organizational commitment is $0,021 \times 0,329 = 0,007$. In this case, the direct influence is greater than the indirect effect so it can be said that the variable of organizational commitment is not as intervening variable.

V. CONCLUSIONS AND SUGGESTIONS

Conclusion

Variables of organizational culture and career development have an effect on employee performance simultaneously. F value count of 13.792 and significance of 0.05. This value is less than 0.05. The r squared value of 26.4% means the variable of organizational culture and career development have an effect on employee performance equal to 26,4% while the rest is influenced by another variable not included into equation model.

Variables of organizational culture affect the performance of employees partially. The value of t is 3.578. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.141. This means that the influence of organizational culture variable on employee performance is 14.1% and the rest is influenced by other variables not included in equation model.

The variables of career development have an effect on the performance of employees partially. The value of t is 3.917. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.164. This means the effect of the variable Career development on employee performance of 16.4% and the rest influenced by other variables that are not included in the model equation.

Organizational commitment variable affects the performance of employees partially. The value of t is 3.076. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.108. This means the influence of career development variables on employee performance of 10.8% and the rest is influenced by other variables that are not included in the equation model.

The influence of organizational culture on employee performance is 0.357. The influence of organizational culture on employee performance through organizational commitment is $0.310 \times 0.329 = 0.1019$. In this case, the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not an intervening variable.

The direct influence of career development on employee performance is 0.405. While the influence of career development on employee performance through organizational commitment is $0,021 \times 0,329 = 0,007$. In this case, the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not an intervening variable.

Suggestion

Applying the correct organizational culture can improve employee performance in work. Therefore, the culture must be considered in the organization. This is done with the culture that applies to the organization and awareness of the attitude of employees in understanding the organizational culture.

Employee career development needs to be developed in the form of socialization of career development on employees through the activities of either meetings or special events with employee career development. This is important as an employee motivation in the work. Employee career development also needs to be done through predetermined rules.

Organizational commitment also needs to be developed. Employees with a high organizational commitment to the organization need to be appreciated both in the form of awards and in other forms. This will allow other employees to participate in increasing their organizational commitment to the workplace.

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