

# ANALYSIS OF FACTORS CULTURAL ORGANIZATION, EMPLOYEES AND COMMITMENT CAREER DEVELOPMENT ON THE PERFORMANCE OF EMPLOYEES ON THE DEPARTMENT OF EDUCATION YAHUKIMO

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by Mugiati Mugiati

**ANALYSIS OF FACTORS CULTURAL ORGANIZATION,  
EMPLOYEES AND COMMITMENT CAREER  
DEVELOPMENT ON THE PERFORMANCE OF EMPLOYEES  
ON THE DEPARTMENT OF EDUCATION YAHUKIMO**

*1. PAUL HUBY  
2. ARRY PONGTIKU  
3. MUGIATI*

COLLEGE OF ECONOMICS PORT NUMBAY  
UNIVERSITY OF SCIENCE AND TECHNOLOGY JAYAPURA

a.mugiati@yahoo.com

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**ABSTRACT**

This study aims 1) to assess and analyze the influence of organizational culture, employee commitment, and career development on employee performance at the District Education Office Yahukimo, and 2) to examine and analyze the factors most dominant influence on employee performance Yahukimo District Education Office

Data collection methods used are observation, interview and questionnaire. Data were analyzed descriptively and quantitatively using Multiple Linear Regression Analysis. The sample with 77 respondents.

The results showed that: in Partial factors Cultural Organization (X1), Commitment Employees (X2), and Career Development (X3) have significant influence on employee performance Education Office Yahukimo And in Simultaneous factors Cultural Organization (X1), Commitment Employees (X2), and Career Development (X3) have significant influence on employee performance at the District Education Office Yakuhimo. The most dominant variable influence on employee performance Education Office Yahukimo among the three variables above are factors Organizational Culture.

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

## 1. INTRODUCTION

Human resource development is a necessity and a strategic step for every local government. An important substance of developing human resources in the face of regional autonomy and good governance is a change in paradigm, attitudes, values and behavior of government officials. Therefore, there are several things that need to be considered, as follows: 1) it is necessary to return or remind the mission and objectives of the bureaucracy/organization/public administration, so that what is done by bureaucrats or government officials is right on target, 3) demands of government officials what is being reformed are government officials who are not related to control, order, prediction but rather lead to government officials who focus on the alignment of creativity and empowerment. Basically, it requires policies that are oriented towards loose and tight principles, where political commitment is used as a direction or guideline instead of political authority, and 4) government officials must be aware that they are public or civil servants whose job is to serve the community.

Law No. 32 of 2002, concerning Regional Autonomy, it is the obligation of autonomous regions to regulate and manage the interests of the local community according to their own initiative based on the aspirations of the local community in accordance with statutory rules. Autonomy means a condition or characteristic to be controlled by outside parties or forces. Where is the form of self-government, namely the right to rule or self-determination (the right of self-government, self-determination). Autonomous government means having supremacy or dominance of power (supremacy of authority) or law (rule) which is fully implemented by those in power in the region. The concept of good governance in the government system has three important components in everyday life, namely: 1) government, 2) society, and 3) groups of business actors. Meanwhile, good corporate governance is a concept to increase transparency and accountability which is currently recommended and used in business institutions.

Government organizations as public organizations exist to organize and serve activities related to efforts to improve people's welfare. As an educational organization, the service aspect is the main activity so that employee satisfaction and community satisfaction are indicators of the organization's performance. For this reason, there are 3 (three) main elements that underlie the arrangement of this authority, including: 1) routine activities of each organizational unit are designated as official tasks, 2) these tasks are relatively stable, meaning they do not experience changes -significant changes and the authority to implement it is fully bound by the applicable regulations, and 3) there is regularity in both mechanisms and procedures, standard ways to ensure the continuity of the implementation of tasks by employees who meet the qualifications according to the provisions - applicable provision.

Bureaucracy is an important instrument in society whose presence is inevitable with the logical consequence of a sacred mission, namely for the welfare of its people. With regard to service efforts and realizing people's welfare, the public bureaucracy provides a relatively large contribution. Government officials in the public bureaucracy in Indonesia work on the basis of predetermined authority. For this reason, there are three main elements that underlie the regulation of this authority, including: 1) activities which are routine in nature, each organizational unit is determined as official tasks, 2) these tasks are relatively stable, meaning that they do not experience significant changes and the authority to carry them out is fully bound by applicable rules, and 3) there is good

regularity in mechanisms and procedures, ways that have been standardized to ensure the continuity of the implementation of tasks by (and only by) employees who meet the quality according to the applicable regulations. To achieve the noble goals of the bureaucracy, it is necessary to have government officials who are reliable and agile in meeting the needs of today's increasingly complex era. Government officials who have honesty, can be role models for the public, have intellectual capacity, skills, mastery of technology, and others. A number of these capacity demands are a necessity in the development of human resources for government officials in the public bureaucracy in Indonesia.

Improving the quality and morale of the government apparatus is one of the apparatus resource development programs, specifically having several actions that need attention, including: 1) streamlining institutional units, 2) accelerating efforts to implement the local government system, 3) making efforts so that government organizations can be more flexible, and 4) make efforts for the government apparatus to be more open in their relations with the people they serve.

To manage each employee as a state apparatus, it is necessary to pay attention to its own expertise. Because every employee who is regulated and who regulates has opinions, ideas, experience, mental maturity, willingness and ability to deal with various situations. Therefore, the leader with his leadership style must align the needs of the people he manages. The participation or participation of subordinates in planning activities makes them believe that their role is taken into account. The purpose of this model is to foster willingness and ability to carry out tasks in accordance with organizational goals (goal congruence).

Robbin in Pujiatmika (1996:143), argues that organizational culture is an important factor in influencing company performance. This is because organizational culture is an integral part of the organization's internal environment. There is as much cultural diversity in an organization as there are individuals in the organization. Culture can influence the behavior of organizational members. Furthermore, Davis and Newstorm (1985: 112), there are 2 (two) changes experienced by an individual, namely: 1) moving from one place to another with other people's cultures, and 2) slow changes in their current environment. Employees need to learn to adapt to both of these situations to avoid negative consequences. If this organizational culture has touched the basics in directing behavior and continuously optimizing employee capabilities in accordance with goals, then the survival of the organization will last a long time.

Gibson (1996; 223), employee commitment to the organization involves 3 (three) attitudes, including: 1) identification with organizational goals, 2) feelings of involvement in organizational tasks, and 3) feelings of loyalty to the organization. Where commitment is a form of identification, loyalty and involvement expressed by employees towards the organization or unit and committed employees view values and interests integrating personal and organizational goals, where skilled employees keep promises and do not require close supervision.

Hidayat (2002:33) argues that a career is a way of managing human resources and is closely related to motivation, job satisfaction, and employee performance. Careers can also be viewed from a variety of different perspectives. From an overview, objective career is seen as sequence of positions occupied by a person during his lifetime. From another perspective, subjective careers are changes in values, attitudes and motivations that occur as a person gets older.

Swa (2002:17), argues that the career development efforts desired by each employee depend on how the employee responds and observes or in other

words how they perceive it. This means that career development is provided by the company to meet the personal needs of each employee. Meanwhile, Flippo (1994:84) argues that employees who have a positive perception of their career development in the company tend to have high work satisfaction and motivation to support the achievement of company goals that have been set.

Performance is a complex part of human resource management. This is closely related to organizational culture and work commitment in setting goals, objectives, direction, coaching and evaluation. Employee performance in the organization is the ability to carry out tasks so that they are carried out with high quality, on time, accurately, and according to procedures. Some of the principles of employee performance in an organization are as follows: a) the principle of participation, where employees/employees need to be given the opportunity to participate in setting goals to be achieved by the leader, b) the principle of communication, where the leader communicates everything related to business achievement of tasks with clear information, c) the principle of recognizing the contribution of subordinates, in which the leader acknowledges that his subordinates have a stake in achieving goals, d) the principle of delegation of authority, in which the leader gives authority or authority to employees/employees to be able to make decisions at any time to the work he is doing, and e) the principle of giving attention, where the leader pays attention to what employees/employees want.

## 2. LITERATURE REVIEW

Hofstede (1984:165), the concept of culture has become the mainstream in the field of anthropology since its inception and received attention in the early development of organizational behavior studies. However, only recently has the concept of culture emerged as a major dimension in understanding organizational behavior. Schein (1984:78), argues that many recent works argue about the key role of organizational culture to achieve organizational excellence.

Robbins (1996:98), organizational culture as a shared perception held by members of the organization and becomes a system of shared meaning. Meanwhile, Schein (1991: 165) chooses a definition that can explain how culture develops, how it becomes what it is today, or how culture can be changed if the survival of the organization is at stake. For this reason, a definition is needed that can help understand the dynamic evolutionary forces that influence a culture to develop and change.

Employee commitment is the level of trust in accordance with organizational goals and has a desire to remain in the organization (Robert L., John H. Jaksen, 2001 in Tobing, 2005: 125)

Job satisfaction and employee commitment tend to influence each other, and generally people who are relatively satisfied with their jobs will be more committed to the organization. People who are committed to the organization are more likely to experience greater satisfaction.

Employee commitment is defined as a situation in which an employee sided with the organization and organizational goals and is willing to maintain membership in the organization concerned. Employee commitment is an indicator to measure the degree and extent to which an administrator is in favor of organizational goals (Robins, 1996:93).

Meyer and Allen (1990:47) suggests that employee commitment refers to 3 (three) dimensions, namely: 1) workers with strong affective commitment will continue to do the work they are responsible for because they want to do more



for the organization , 2) workers who are involved in the organization because it is based on continuance commitment (awareness of the costs that must be incurred if he leaves the company) remain in the organization, and 3) workers with high normative commitment (a feeling of defending the organization despite social pressure) feel necessary to maintain the organization.

Jaffe & Scott, (1991: 163) say that career development is a set of personal goals and strategic moves that abound in high achievement of personal progress along a career path. The goal of career development in general is to help employees focus on their future within the company and to help employees follow a career path that involves continuous learning. In the process of career development, the company provides employees with the greatest possible opportunity for meaningful work. On the other hand, employees are required to have the responsibility to make career and future plans and find ways to contribute to the company.

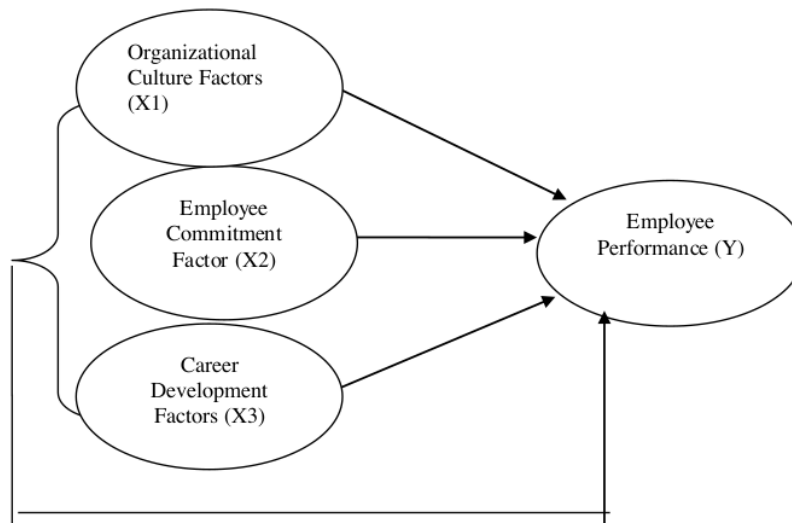
Noe, et al. (1994:94) argues that career development is a process in which employees progress through certain levels of work. Each task level has the characteristics of a different type of task and is growing. Employees will get greater responsibility, authority, and types of tasks. This will direct employees to be more able to actualize themselves.

Manurung (1989: 39) argues that in essence career development is a certain condition that changes into a new form or condition leading to a positive direction (as desired), and this change is related to the ability to complete work or assignments from less able to be able. The occurrence of these changes was accompanied by increased responsibility and increased work results or productivity both in quality and quantity.

### 3. ANALYSIS

#### 3.1. Conceptual Framework

Figure 3.1  
Conceptual Framework



### 3.2 Hypothesis

Starting from this theoretical description, the research hypothesis is as follows:

1. Factors of organizational culture, employee commitment, and career development simultaneously and partially have a significant effect on employee performance at the Yahukimo District Education Office.
2. Organizational culture factors partially have a dominant influence on employee performance at the Yahukimo District Education Office.

### 3.3. Population and Sample

#### 1. Population

Sugiyono (2000:68), states that the population is a generalization consisting of objects or subjects that have a certain number and characteristics determined by the researcher to be studied and then drawn conclusions. Thus the population in this study were all employees at the Yahukimo District Education Office, namely as many as 77 employees.

#### 2. Samples

In taking the sample, this study was guided by the opinion put forward by Arikunto Suharsini (1991: 52), if the subject is less than 100 people, then all of them should be taken according to the opinion above, so the writer took the entire population of 77 respondents as a sample.

### 3.4. Data analysis method

The method of data analysis used in this research is multiple linear regression analysis.

## 4. RESULTS

Based on the results of this multiple regression analysis, the significance level obtained to test the acceptance or rejection of the research hypothesis is determined by:

- a. Comparing tcount values with ttable values at the confidence level  $\alpha = 0.05$  and degrees of freedom ( $df = (k-1); (n - k)$  and  $(n - 1)$  or  $df = 3 ; 77$  ; If the ttable value = 2.008 at  $\alpha = 0.05$  is greater than tcount, then the conclusion is that the research results support  $H_0$  and do not support  $H_a$ , or if the ttable value is smaller than tcount, the research results do not support  $H_0$  and do not support  $H_a$ .
- b. Comparing the probability value (p) with the degree of confidence  $\alpha = 0.05$  where if the p value  $> \alpha$  (0.05) then the research results support  $H_0$  and do not support  $H_a$ , or if the p value  $< \alpha$  (0.05) then the research results do not support  $H_0$  and supports  $H_a$ .

To prove that the research hypothesis is accepted, which suspects that organizational culture (X1), employee commitment (X2), and career development (X3) have a significant effect on employee performance at the Yahukimo District Education Office, indicating that the multiple regression coefficient (multiple R) obtained of 0.954 or 95.4%, and the F ratio of 176.291 at a significance level of  $0.000 < p = 0.05$ . From these results it can be concluded that simultaneously organizational culture (X1), employee commitment (X2), and career development (X3) have a significant effect on employee productivity at the Yahukimo District Education Office

The results of testing by partial test in this study are organizational culture (X1), employee commitment (X2), and career development (X3), which have a

significant effect on employee performance at the Yahukimo District Education Office, indicating that:

- a. Organizational Culture (X1) has a positive value tcount of 9.723 > ttable 2.008  $\alpha = 0.05$  indicating that the higher the organizational culture, the higher the employee performance at the Yahukimo District Education Office
- b. Employee commitment (X2) has a positive and significant effect on employee performance at the Yahukimo District Education Office. With a tcount of 8.004 > ttable 2.008  $\alpha = 0.05$  indicates that the higher the commitment, the higher the employee performance at the Yahukimo District Education Office
- c. Career Development (X3) has no positive and significant effect on employee performance at the Yahukimo District Education Office with a tcount of 2.263 > ttable 2.008  $\alpha = 0.05$ . This shows that the higher the career development of employees, the higher the performance of employees at the Yahukimo District Education Office

Based on the results of the discussion above, it can be said that this study succeeded in proving the research hypothesis as follows:

1. Accept the first hypothesis (Ha1), which suspects that simultaneously organizational culture factors (X1), employee commitment (X2), and career development (X3) have a significant effect on employee performance at the Yahukimo District Education Office
2. Accept the second hypothesis (Ha2), which suspects that partially organizational culture factors (X1) tcount 9,723, have a dominant effect on employee performance at the Yahukimo District Education Office

## 5. Implications

### 1. Organizational Culture Factors Have a Dominant Against Employee Performance at the District Education Office Yahukimo

With the existence of Organizational Culture, it is hoped that there will be awareness of employees at the Yahukimo District Education Office to be able to control themselves and to be able to demonstrate a high mental and moral attitude in carrying out their duties and responsibilities effectively. The application of organizational culture can regulate the desire and awareness to comply with regulations, work procedures, and social norms.

The organizational culture that is owned by every employee at the Yahukimo District Education Office can be a strength in managing the organization and is supported by a positive contribution to work (creative, imaginative, and innovative), and has the power to realize the potential of the employees themselves.

Its application will have a positive impact on the performance of employees at the Yahukimo District Education Office in organizational management, including: 1) achieving the programmed targets, 2) being able to build strength to solve any problems that arise in the implementation of work evaluations, and 3) the management process is included awareness into corporate planning which is carried out periodically, directed and programmed.

### 2. Employee Commitment Factors Have an Influence on Employee Performance at the Yahukimo District Education Office

Employee commitment at the Yahukimo District Education Office is closely related to employee performance. Work performance evaluation needs to be carried out routinely in order to know the active role of employees in supporting the achievement of goals. Employee commitment supported by high morale is a reflection of an employee to do his job well.



Besides that, employee commitment is now the most effective reflection to know one's mental and spiritual. Apart from giving a mental disposition, commitment also results in the accumulation of knowledge about a particular job, where through this accumulation of knowledge a psychomotor skill will be created, which allows a person to do a particular job. The position of employee commitment is used to measure work ability in relation to employee performance.

### 3. Employee Career Development Factors Have Influence Against Employee Performance at the District Education Office Yahukimo

Career has a very strong influence on the performance of employees at the Yahukimo District Education Office, this is due to an urge in each employee to do or do the assigned tasks as well as possible in order to achieve commendable predicate achievements. To do any job with good results, it is necessary to pay attention to the development of employee performance in the Yahukimo District Education Office, namely: 1) work attitudes, such as: willingness to work, skill level determined by education, training in management, 2) there is a relationship between employees with leadership that is reflected in carrying out work, 3) efficient management of work resources and systems, and 4) creativity in trying to work on the right path.

The level of performance of employees at the Yahukimo District Education Office is also very dependent on the opportunities that are open to them. Opportunity in this case means that: a) opportunities to work, b) jobs that are in accordance with the education and skills possessed by employees, and c) opportunities for self-development.

### 6. Conclusion

Based on the results of the analysis that has been carried out on all variables of organizational culture (X1), employee commitment (X2), and career development (X3) have a significant effect on employee performance at the Yahukimo District Education Office. Conclusions and suggestions can be drawn as follows:

1. The results of the statistical test analysis show that simultaneously organizational culture factors (X1), employee commitment (X2), and career development (X3) have a significant effect on employee performance at the Yahukimo District Education Office with a Fratio of 176.291 with a significance level of 0.000 greater of alpha ( $\alpha$ ) is equal to 0.05. That means this study succeeded in proving the first hypothesis. These results indicate that the development of employee performance at the Yahukimo District Education Office is determined by: 1) efficient management skills regarding work resources and systems, 2) creative responsibility in trying to work on the right work path, and 3) disciplined work attitude in willingness which is reflected in the relationship in carrying out the work.

2. The statistical test results show that the organizational culture factor (X1) has a more dominant influence on the Yahukimo District Education Office. This is evidenced by the multiple regression coefficient of 1.132 and this employee. Besides that, the performance strategy is crucial in the efforts of employees to work productively, effectively and efficiently to achieve goals.

### 13 Recommendations

Taking into account the various findings in data collection and analysis of research results, the suggestions that need to be put forward in this research are:

1. The problem of employee performance at the Yahukimo District Education Office is an important issue, therefore the main tasks and functions of the office in particular need to pay attention to the education of each employee. This means that every employee to do work that produces good results, it is necessary to pay attention to their own strengths or needs, the desire to succeed, and the value of the incentives attached to goals. Besides that, employees need to pay attention to technical training and work experience, namely: a) work performance (talent/potential), b) interaction of work responsibilities (work attitude, work relationship, work creativity, and incentive value), c) attitude of willingness and the willingness of a person to obey and comply with all applicable regulatory norms as a certain mental attitude (state of mind, mental attitude) which is an attitude of obedience and order, and d) a system unit or norms, criteria and standards which raises awareness and naturally shows sincerity.

2. To fulfill his expectations as a Civil Servant (PNS) is an unavoidable demand, so that the pattern of bureaucratic service must be abandoned and replaced with a pattern of community service (customer focus) that places the community in the forefront as the basis for the presence of local government officials in managing and serving the public interest.

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 e. Alamat repository PT/web prosiding: www.http://nfct.co.uk
- Kategori Publikasi Makalah :  Prosiding Forum Ilmiah Internasional  
 (beri ✓ pada kategori yang tepat)  Prosiding Forum Ilmiah Nasional

Hasil Penilaian Peer Review :

Komponen Yang Dinilai	Nilai Maksimal Prosiding		Nilai Akhir Yang Diperoleh
	Internasional <input type="checkbox"/>	Nasional <input type="checkbox"/>	
a. Kelengkapan unsur isi paper (10%)	1,5		1,4
b. Ruang lingkup dan kedalaman pembahasan (30%)	4,5		4,4
c. Kecukupan dan kemutahiran data/informasi dan metodologi (30%)	4,5		4,4
d. Kelengkapan unsur dan kualitas terbitan/prosiding (30%)	4,5		4,5
<b>Total = (100%)</b>	15		14,7
<b>Nilai Pengusul =</b>			
<b>KOMENTAR/ULASAN PEER REVIEW</b>			
• Kelengkapan dan Kesesuaian Unsur	Makalah telah ditulis Sesuai dengan standar penulisan Seminar Internasional		
• Ruang Lingkup dan Kedalaman Pembahasan	Pembahasan Makalah mencakup ruang lingkup Manajemen , dan kedalaman pembahasannya sangat baik		
• Kecukupan dan Kemutakhiran Data/Informasi dan Metodologi	Kecukupan dan kemutakhiran data terpenuhi dan penerapan metodologi sangat baik.		
• Kelengkapan Unsur dan Kualitas Penerbit	Penerbit Prosiding memiliki nomor ISBN hal ini menunjukkan kualitasnya sangat baik dan kelengkapan unsur terpenuhi.		

Makassar, 05 Februari 2021

Reviewer 2 :

Tanda Tangan .....

Nama : Prof. Dr. H.Syamsu Alam, SE, M.Si, CIPM  
 NIP : 196007031992031001

Unit kerja : Fakultas Ekonomi dan Bisnis UNHAS Makassar