

## **Effect of Individuals Characteristics and Career Development Through Organization Commitment To Organizational Performance PT. Tujuh Ion Indonesia**

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**Abstract:** This study aimed to determine the effect of individual characteristics and career development to organizational performance simultaneously, determine the effect of individual characteristics on organizational performance partially, determine the effect of career development to organizational performance partially, determine the effect of organizational commitment on organizational performance partially, determine the effect of the characteristics individual to organizational performance through organizational commitment and determine the effect of career development to organizational performance through organizational commitment. The study was conducted in Tujuh Ion Indonesia Jakarta. Sampling using saturated samples involving 77 employees in all parts of the organization. Analysis of data using path analysis.

Based on data analysis found that the variable characteristics of the individual and career development influence on organizational performance simultaneously. Individual characteristic variables affect organizational performance partially. Career development variables affect organizational performance partially. Organizational commitment variables affect organizational performance partially. Organizational commitment can provide improved impact between individual characteristics and career development to organizational performance.

**Keywords:** individual characteristics, career development, organizational commitment, organizational performance

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### **I. INTRODUCTION**

Every organization needs employees who are expected character and can develop the organization. individuals characteristics associated with the personality of every human being or resource. Personality shows a model of a stable of personal or personal behavior and shows the tendency of people to behave (Shane and Glinow 2007). The individual characteristics can affect the performance of the organization. The better the character of employees in the work it is expected that the performance of the organization will also increase. Research relating to the characteristics of very diverse resources include five models of individual characteristics model according to Roget's thesaurus and dictionary webster that describes personal characteristics.

Organizational performance is an overview of the work of the organization in achieving its goals will, of course, be influenced by resources owned by the organization. The resources in question can be physical such as human resources and nonphysical such as regulation, information, and policies, to better understand the factors that can affect an organization's performance. The concept of organizational performance also illustrates that any public organization providing services to the public and can be a measured performance by using performance indicators there is to see whether the organization has conducted its duties well and to identify its purpose has been achieved or not. Measuring the performance of the organization according to the concept of PBM SIG (the performance-based management special interest group is to perform monitoring and reporting programs and pay attention to objectives achieved. Performance is measured based on the activities of the program to run, products, and services resulting from. Performance is also the result of work that can be achieved by an employee or group of employees in an organization, following the authority and responsibilities of each to achieve organizational goals in question legally, do not break the law and following moral and ethical.

Other factors that may affect the performance of the organization is the career development of employees working in the organization. Human resource development regarding future activities. Human

resource development activities are different from training activities. Training can help employees do the work at this time. The advantage of the program, training can be throughout his career and may help boost her career in the future. Otherwise, the development can help individuals to assume responsibility in the future.

Organizational commitment also has an impact on 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 also 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 (2014), hat 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 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.

## **II. LITERATURE REVIEW**

### ***Individual Characteristics***

Individual characteristics associated with the personality of every human being or resources. Personality shows a model of a stable of personal or personal behavior and shows the tendency of people to behave (Shane and Glinow 2007). Research relating to the characteristics of very diverse resources include five models of individual characteristics model according to Roget's thesaurus and dictionary webster that describes personal characteristics. Five dimensions are conscientiousness, agreeableness, neuroticism, openness to experience and extroversion.

#### **1. Conscientiousness**

The term conscientiousness shows people who are always cautious, not easy to depend on others, and has strong self-discipline. People who have a low conscientiousness attitude means the person is sloppy, narrow thinking, easier to carry out the activity that is not organized and has no sensitivity.

#### **2. Agreeableness**

The term agreeableness shows a high empathy attitude, has a good natural attitude and can take care of something. People with low agreeableness tend to uncooperative, had temperature quick-tempered soul, and have an attitude that erodes or irritation to the feelings of other people or hurt the feelings of others.

#### **3. Neuroticism**

Neuroticism attitude means that people with high levels of anxiety, hostility, stress, self-awareness. Conversely, those who have a low neuroticism attitude or demeanor mean high emotional stability means balanced, safe and quiet.

#### **4. On the other hand, people who have the openness to experience**

Openness to Experience is a creative person, always wanting to argue and want deep its year. Conversely, if the attitude of low means he is not easily changed, he has a little idea and tends to like the line of thought that has not changed.

#### **5. Extroversion**

Extroversion attitude is an attitude to be more open, more love relationships and has an attitude of high sociality. Conversely, a low extroversion attitude means he is not easy to hang out, socialize and not easy to dialogue.

The dimensions of the individual character are also expressed by Myers-Briggs Type Indicator (MBTI) drafted by the 1920s by psychiatrist Carl Jung that identifies people who have a preference like an environment. MBTI design to measure people's consider and accept the environment. These dimensions include

#### **1. Sensing**

#### **2. Thinking/feeling**

#### **3. Judging/perceiving.**

### ***Career Development***

Human resource development regarding future activities. Human resource development activities are different from training activities. Training can help employees do the work at this time. The advantage of the program, training can result throughout his career and may help boost her career in the future. Otherwise, the development can help individuals to assume responsibility in the future.

Training and development activities to provide benefits to employees and the company in the form of expertise and skills which in turn become a valuable asset to the company. Through the training of employees will increase individual characteristics and similarly for the company to meet the demands of the managers and the HR department.

But training and development activities are not a universal solution that can meet all needs. The design of an effective assignment, election/selection, placement, and other activities are also needed. Training activities can bring a great contribution if done correctly.

The objectives of the training and development are

- a. Ensuring consistency in compiling a training program that includes training materials, methods, methods of delivery and training facilities.
- b. Facilitate communication between the parties making up the training program which requires training
- c. Provide clarity for participants on what to do to achieve the target
- d. Facilitate the assessment of training
- e. Avoiding the possibility of conflict between the organizer and the person requesting training on the effectiveness of the training provided.

While the purpose of training and development is

- a. To increase the quantity of output
- b. Improving the quality of output
- c. Lowering the cost of waste treatment
- d. Reduce the number and cost of accidents
- e. Lowering turnover, absenteeism and increase job satisfaction
- f. To prevent antipathy employees

Therefore the training objectives can be categorized into several types of behavior among others

- a. Psychomotor category includes controlling the muscles so that people can make the right moves and the goal is for the person has certain physical skills
- b. The effective category includes feelings, values , and attitudes. Target training in this category is to help people have a certain attitude.
- c. The cognitive category which includes intellectual processes like a reminder understands and analyzes, the training is targeted at is that people have the skills and no knowledge to think.

### ***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 knows and adheres 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 (2014: 165) that organizational commitment reflects the degree to which a person recognizes an organization and tied to 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) states that there are three separate dimensions of organizational commitment are:

1. Affective commitment to the organization is an emotional feeling and belief in its values.
2. Ongoing commitment is the perceived economic value of surviving in an organization when compared to leaving the organization.
3. Normative commitment is an obligation to stay in an organization for reasons of moral and ethical.

Organizational commitment is the attitude of the employees who are interested in goals, values and objectives of the organization shown by their acceptance of individuals on the values and goals of the organization and have a desire to affiliate with the organization and a willingness to work hard for the organization to make people feel at home and still want to stay in the organization for the sake of achievement of objectives and survival of the organization. Organizational commitment expressed by the scale of organizational commitment.

### ***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. 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) performance is the translation of performance that is often interpreted as

"appearance", "protest" or "achievement". According to Keban (2004: 183), the achievement of results (performance) can be judged 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 to achieve the vision and mission of the institution.
4. Program performance, namely about how far the activities in the program that has been implemented 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 generated by the execution of a particular function for a certain period (Tangkilisan, 2003: 109).

Organizational performance is an overview of the work of the organization in achieving its goals will, of course, be influenced by resources owned by the organization. The resources in question can be physical such as human resources and nonphysical such as regulation, information, and policies, to better understand the factors that can affect an organization's performance. The concept of organizational performance also illustrates that any public organization providing services to the public and can be a measured performance by using performance indicators there is to see whether the organization has conducted its duties well and to identify its purpose has been achieved or not.

### III. RESEARCH METHODS

#### *Research Design*

This research uses an explanatory analysis approach. This means that each of the variables presented in the hypothesis will be observed by testing the causal relationship of independent variables on the dependent variable

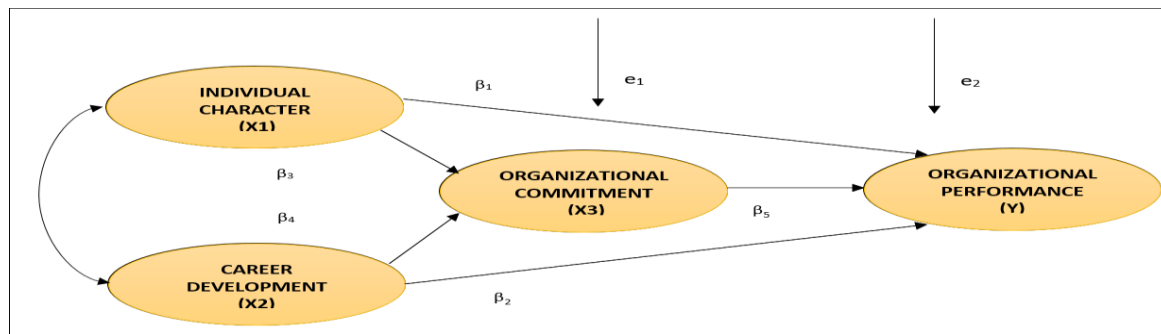


Figure 1. Framework Analysis Research Model Line

#### *Object of Research*

The study was conducted in PT. Tujuh Ion Indonesia. The Company is engaged in services and trade.

#### *Population and Sample*

The population is a generalization region consisting of the objects/subjects that have a certain quantity and characteristics defined by the researchers to learn and then drawn conclusions (Sugiyono, 2005). Samples were towing the majority of the population to represent the entire population (Surakhmad, 1990).

The total number of employees by 77 people. The number is the total number of employees at the company. The sampling technique is also called the sampling method saturated. This sampling in the whole population was included in the sampling.

### IV. RESULTS AND DISCUSSION

#### 1. Individual Characteristic and Career Development on Organizational Performance

Based on the results of the analysis show that the value  $f$  calculated at 49.840 and significance of 0.00. This value is less than 0.05. This means that the variable individual characteristic and career development influence organizational performance simultaneously. R squared value of 57.1% meaning that the variable individual characteristic and career development affect the organizational performance of 57.1% while the rest influenced by other variables that are not incorporated into the model equations.

**2. Effect on Individual Characteristics on Organizational Performance**

Based on the results of the analysis show that individual characteristics coefficient equal to 0,531. T value of 5.206. The significant value of 0.00. The significance value smaller than 0.05. This means that the individual characteristic variables affect the performance of an organization partially. R squared value of 0.263. This means the individual characteristic variables influence the organizational performance of 26.3% and the rest influenced by other variables not included in the model equations.

**3. Influence Career Development on Organizational Performance**

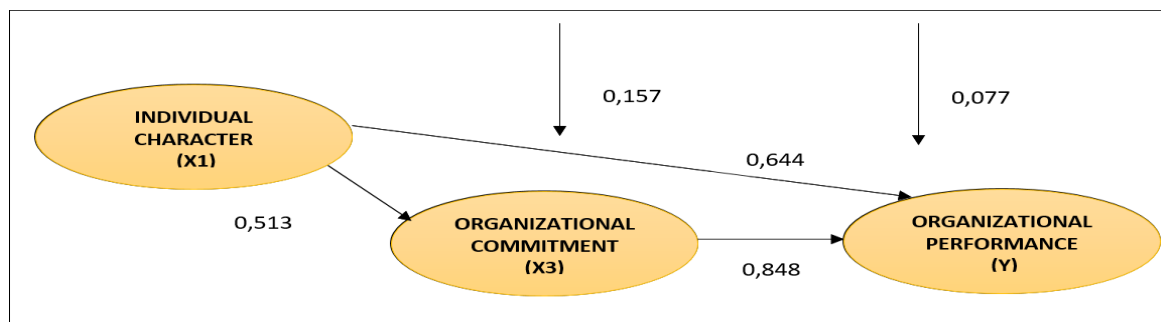
Based on the results of the analysis show that the coefficient of career development at 0.623. T value of 6.939. The significant value of 0.00. The significance value smaller than 0.05. This means that the career development variables affect the performance of an organization partially. R squared value of 0.388. This means career development variables influence organizational performance by 38.8% and the rest influenced by other variables not included in the model equations.

**4. Effect of Organizational Commitment on Organizational Performance**

Based on the results of the analysis show that the coefficient of organizational commitment of 0,848. T value of 13.970. The significant value of 0.00. The significance value smaller than 0.05. This means that the organizational commitment variables affect the performance of an organization partially. R squared value of 0.720. This means that the influence of organizational commitment variables on organizational performance by 72.2% and the rest influenced by other variables not included in the model equations.

**5. Individual Characteristics Influence on Organizational Performance Through Organizational Commitment**

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

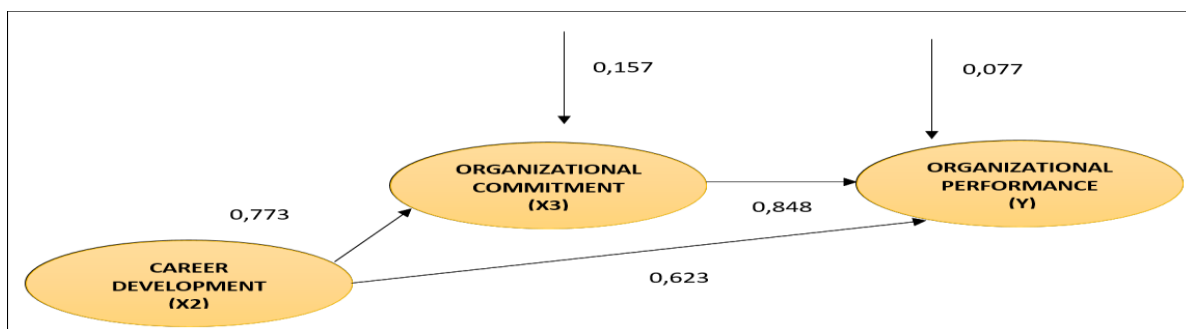


**Figure 2.** Path Analysis Effect on Y X1 through X3

Based on the picture above can be seen that the influence of individual characteristic to organizational performance is 0,513. Individual characteristics influence on organizational performance through organizational commitment are  $0,644 \times 0,848 = 0,546$ . In this case, the indirect effect is greater than the direct effect so that it can be said that organizational commitment variable as an intervening variable.

**6. Influence Career Development on Organizational Performance Through Organizational Commitment**

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



**Figure 3.** Effect of Path Analysis X2 to Y via X3

Based on the picture above it can be seen that the direct effect of career development on organizational performance is 0,623. While the influence of career development on organizational performance through organizational commitment are  $0,773 \times 0,848 = 0,656$ . In this case smaller than the direct influence indirect influence so we can say that the variables of organizational commitment as an intervening variable.

## V. CONCLUSIONS AND SUGGESTIONS

### *Conclusion*

Variable individual characteristics and career development influence on organizational performance simultaneously. F value calculated at 49.840 and the significance of 0.00. This value is less than 0.05. R squared value of 57.1% meaning that the variable individual characteristic and career development affect the organizational performance of 57.1% while the rest influenced by other variables that are not incorporated into the model equations.

Individual characteristic variables affect the performance of an organization partially. T value of 5.206. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.263. This means that the individual characteristic variables influence the performance of 26.3% and the rest influenced by other variables not included in the model equations.

Career development variables affect the performance of an organization partially. T value of 6.939. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.388. This means that the influence of career development variables on organizational performance by 38.8% and the rest influenced by other variables not included in the model equations.

Organizational commitment variables affect the performance of an organization partially. T value of 13.970. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.720. This means that the influence of organizational commitment variables on organizational performance by 72.2% and the rest influenced by other variables not included in the model equations.

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### *Suggestion*

Individual characteristics associated with the personality of every human being or resource. Personality shows a model of a stable personal or personal behavior and pointed towards the personal attitude. The increase in the expected characteristics can be done through the planting of prudence (conscientiousness), increase, four, promote calmness in doing the job, be open, and enhance good relationships. Career development also needs to be done to improve organizational performance. Human resource development regarding future activities. Development helps individuals to assume responsibility in the future. This can be done by improving the assessment of employees, create, design the appropriate job, compiling an appropriate training schedule and conduct the evaluation. Besides, it is also necessary to improve employee commitment. Organizational commitment can be increased either by affective commitment, continuous commitment, and normative commitment.

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