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## Strategy Pattern of Competency Value Management and Career Development on Human Research Management Performance

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### Abstract

The purpose of this study was to determine the effect of the variables Competence, Career Development, and Organizational Commitment on employee performance improvement. The data used in this study were primary data in the form of distributing questionnaires as many as 100 respondents to PT Gudang Garam Kudus Distributor employees. The sampling technique used in this study was purposive sampling. The test of this study used path analysis and to test the effect of the intervening variables the sobel test was used. The results showed that competence has a positive effect on organizational commitment. Career development has a positive effect on organizational commitment. Competence has a positive effect on employee performance. Career development has a positive effect on employee performance. Organizational commitment has a positive effect on employee performance. Regarding the variable organizational commitment is not able to become an intervening variable, an employee is expected to work actively and help each other so that it can increase organizational commitment. Then by making employees have a strong sense of organizational commitment and grow slowly by creating a work atmosphere like a family, by implementing this family management, employees will feel comfortable, feel more psychologically cared for, and feel a family bond.

### Keywords

Competence, Career Development, Organizational Commitment, Employee Performance

## **1. Introduction**

Rapid technological developments bring changes in life that we cannot avoid. Humans as one of the implementing elements must be able to follow all these changes. Human resources play an important role in an organization or company. Without the role of humans, even though various required factors are available, the organization will not run. Umar (2011), stated that the task of human resource management is part of management that focuses on human resource elements with their potential so that satisfied and satisfying resources can be obtained for the organization. Good human resource management is the key to success in achieving the goals of an agency or organization. In realizing maximum performance, the role of employees is needed based on loyalty and obedience to the organization so that they can work together to achieve organizational goals. The cosmetic business was originally a Family Business/Family business during the European Kingdom Era. Family business is a company whose majority shareholders are a family, and the position of management is controlled by family members and it is hoped that the descendants of the family will follow in their footsteps as managers (Murshalim et al., 2017). While Saputra & Hendriani (2015) stated that a company is called a family business if it consists of two or more family members who oversee the company's finances, while Gibson (2011) stated that an organization is classified as a family business if there is at least two generations involved in the family and they influence company policy. Family businesses are usually founded, led and managed by family members, although some of today's family businesses have been managed by professionals from outside the family. Then, the goals of the organization will be achieved if its members have high performance. According to Ferine & Zami (2016), Performance is how much they contribute to the organization. Performance is the result of a person's work, a process as a whole where the results can be shown concrete evidence and can be measured. Some factors are: salary, work environment, organizational culture, leadership and work motivation, work discipline, job satisfaction, and communication. Yukl (2012) identified factors that influence performance including competence, organizational commitment and career development.

The first variable that affects employee performance is competence. Apriyana & Riana (2016) stated that competence is an employee's ability based on knowledge, ability, skills or individual personality that affects performance, therefore employee competence can determine the ability of each employee for the agency. Employees who already have good competence, the agency will retain employees to continue working by providing salaries, allowances, and others that are in accordance with their competence, with reciprocity between the agency and employees, employees will be committed to the agency where they work.

The second variable that affects employee performance is organizational commitment. According to Meutia & Husada (2019) organizational commitment is an important behavioral dimension that can be used to assess employee tendencies to remain as members of the organization. Metz et al. (2005) stated that in the world of work, a person's commitment to the company is often a very important issue in order to create conducive working conditions and climates so that the company can run efficiently and effectively. If the work climate in the organization is less supportive, for example, inadequate facilities, less harmonious working relationships, less social security and security, then automatically the individual's commitment to the organization becomes increasingly faded or may even tend to badmouth their workplace.

The third variable that affects employee performance is career development. Mangkunegara (2017) states that career development is an employee activity that helps employees plan their future careers in the organization so that the organization and the employees concerned can develop themselves to the maximum. Individuals who want their careers to develop must work as hard as possible, namely by showing good performance. Meanwhile, leaders as parties who facilitate employee career development should be able to provide a clear career development path in order to achieve organizational goals and employee career development activities are very important in efforts to improve employee performance.

Cosmetics are one of the unavoidable needs, especially for women. The increasing need for cosmetics for the community, especially women, is a profitable and interesting segment to work in. The Ministry of Industry noted that in 2018, the national cosmetics turnover reached IDR 9.76 trillion (Hassan et al., 2018). This has resulted in many companies entering the cosmetics industry. Data obtained from Indonesia Finance Today states that the cosmetics market in Indonesia is estimated to increase by 16.9%, which is 12.2 trillion in 2018. The high purchasing power of the community and the increasing use of cosmetics have led to rapid growth. Competition in the cosmetics market in Indonesia includes imported products, both legal and illegal. This shows that there needs to be an increase in the performance of the cosmetics business at PT Gudang Garam Kudus in order to survive in its business rate because interest and development in the community are very rapid.

## 2. Literature Review

Employee performance refers to achievements measured based on standards or criteria applied by the company. Management to achieve high employee performance is primarily intended to improve overall company performance. Hagberg et al. (2008) stated that performance is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity and time. Jasrol et al. (2022) stated that performance is the result of carrying out a job, both physical/material and non-physical/non-material. Employee performance refers to employee competence in carrying out all tasks that are his responsibility based on established success indicators. Employee performance assessment criteria include: quality, productivity (quantity and efficiency), work using measurable knowledge available and free from influence.

Sukmayanti et al. (2016) stated that performance is a multidimensional construct that includes many factors that influence it. These factors consist of intrinsic employee factors with indicators of reliable work skills and abilities in carrying out work, strong commitment, work enthusiasm, discipline and responsibility, and extrinsic factors with indicators of leadership elements (quality of direction from superiors), support from coworkers, work systems, work environment situations and adequate work facilities. This is further clarified by (Distyawayat, 2017) who states that employee performance is the level at which employees achieve job requirements.

Mangkunegara (2017) stated that in measuring performance, the following indicators should be considered: Work quality shows the work results achieved in terms of accuracy, precision and skills. Quantity of work is to show the work results achieved in terms of output or results of routine tasks and speed in completing the task itself. Cooperation states the employee's ability to

participate and work together with others in completing tasks. Responsibility states how much the employee accepts and carries out his work.

The success of organizational management is largely determined by the success of managing human resources. In human resource management studies, organizational commitment as one aspect that influences human behavior in organizations has become an important thing that has been widely discussed and studied. The reason is very simple, for example, no matter how good the vision, mission, and organizational goals are, they will not be achieved if there is no commitment from the members of the organization (Fitrianasari, Nimran, & Utami, 2013). The high and low levels of organizational commitment possessed by employees greatly affect how the employee performs (Allen & Meyer, 1990).

Porter & Steers (1973) define organizational commitment as the relative strength of an individual towards an organization and his/her involvement in a particular organization, which is characterized by three psychological factors, namely: A strong desire to remain a member of a particular organization, A desire to exert great effort for the sake of the organization and A definite belief and acceptance of the values and goals of the organization. Warongan et al. (2014) defines organizational commitment as a condition where an employee sides with a particular organization and its goals and intends to maintain membership in that organization. This has an impact when an employee is facing a condition of a choice in the external environment, the employee will tend to think like the company where he works and will implicitly show his support for the advantages of the company where he works. Another implication is that an employee will feel responsible for developing his company and can be done by developing the capacity of people who are subordinate to him.

Gibson (2011) stated that competence is a fundamental characteristic possessed by a person that directly influences, or can predict excellent performance. In other words, competence is what outstanding performers do more often, in more situations, with better results, than what policy assessors do. Spencer quoted by Murshalim et al. (2017) stated that competence is a character of attitude and behavior, or the willingness and ability of an individual that is relatively stable when facing situations and workplaces that are formed from the synergy between character, self-concept, internal Organizational Commitment, and conceptual knowledge capacity. Mangkunegara (2017) stated that competence is a fundamental factor possessed by someone who has more ability, which makes him different from someone who has average or ordinary ability.

Meanwhile, Metz et al. (2005) defines competence as an individual's capacity to carry out various tasks in a job, it is a current assessment of what a person does, the overall individual's ability is essentially formed by expertise, intellectual and physical. Warongan et al. (2014) states that: competence is an ability to carry out work or tasks that are based on skills and knowledge and supported by the work attitude required by the job. Competence as a person's ability to produce at a satisfactory level in the workplace, including a person's ability to transfer and apply these skills and knowledge in new situations and increase the agreed benefits. Based on the understanding above, it can be defined that the competence of a person or individual differs from each other depending on the ability of their expertise, intellectual and physical activities in doing the job, so that competence can be formed and assessed the results of a person's activity ability in doing their job, whether based on the expertise they have, either from the learning process or other training which is knowledge.

Hagberg et al. (2008) provides five competency indicators consisting of: Task achievement is a competency category related to good performance. Competencies related to task achievement are shown by orientation to results, managing performance, influencing, initiative, innovation and technical expertise. Relationship is a competency category related to communication and working well with others and satisfying their needs. Competencies related to relationships include cooperation, service orientation, interpersonal concern, conflict resolution. Personal attributes are intrinsic competencies of individuals and relate to how people think, feel, learn, and develop. Personal attributes are competencies that include: integrity and honesty, self-development, assertiveness, decision quality, analytical thinking, and conceptual thinking.

Managerial is a competency that is specifically related to managing, supervising, and developing other people. Competence managerial in the form of Organizational Commitment, empowering and developing others. Leadership is a competency related to leading organizations and people to achieve the organization's goals, vision, and objectives. Employees in an effort to develop their careers must always focus all their power and abilities on the goals they want to achieve. Meutia & Husada (2019) stated that a career is all jobs or positions handled or held during a person's working life. Murshalim et al. (2017) stated that a career is a pattern of experiences related to work (for example, positions, tasks, decisions, and personal interpretations of events related to work), and activities during the work period. Ferine & Zami (2016) stated that career development is the submission of human resources and organizational living standards to the future, by making adjustments to environmental changes, both internal and external. Sukmayanti et al. (2016) stated that career development is personal improvements made by someone to achieve a career plan.

Better career development is highly expected by every employee, because with this development will get better rights than what was previously obtained both material and non-material, for example increased income, improved facilities and so on. While non-material rights such as social status, feelings of pride and so on. Gibson (2011) states that career development includes career planning and career management. Career planning is a process that is gone through by individual employees to identify and take steps to achieve their career goals. Career management is a process carried out by organizations to select, assess, assign, and develop their employees in order to provide a pool of competent people to meet future needs. The aim of career development as a human resource management activity is basically to improve and increase the effectiveness of work implementation in order to be increasingly able to provide the best contribution in realizing the business goals of the organization/company.

## **2.1 Connection Competence towards Organizational Commitment**

Hagberg et al. (2008) explain that competence is defined as a trait or characteristic needed by a job holder to be able to carry out the job well, or it can also mean a person's easily visible characteristics/traits including knowledge, skills, and behaviors that enable them to perform. As a consequence of this definition of competence, the understanding of competence refers to a person's ability to meet the requirements of their current or future role. Thus, competence can also be used to predict future performance because competence is a sustainable characteristic that generally cannot be lost.

Setiadi et al. (2016) in their research found that competence has a positive and significant effect on organizational commitment. Employees who already have good competence, the company will retain employees to continue working by providing salaries, benefits, and others that are in accordance with their competence. The appropriate reciprocity between the company and the employees who work, makes employees committed to the company where they are currently working. In line with Meutia & Husada(2019) where the better the competence possessed by an employee, the better the commitment possessed by the employee, this is indicated by employee work loyalty.

**H1.** Competence has significant effect on Organizational Commitment

## **2.2 Connection Career Development towards Organizational Commitment**

Organizational commitment has a significant role in achieving the company's goals and objectives that have been set. High work commitment is desired by managers because it can be associated with the expected positive results. High commitment to the organization is a sign that an organization is well managed and is basically the result of effective behavioral management. According to Hassan et al. (2018) Commitment is the ability and willingness to align personal behavior with the needs, priorities and goals of the organization. This includes ways to develop goals or meet organizational needs that essentially prioritize the organization's mission over personal interests. Through career development will help employees in making themselves committed to the organization or company. Whether or not employees are good at developing their careers will have an impact on their commitment to work.

According to the results of research conducted by Hagberg et al. (2008) it was found that career development carried out by PT. Panin Bank Pekanbaru Branch Office on organizational commitment. The results of research conducted Budiansyah (2017) Career development has a positive and significant effect on organizational commitment, meaning that good career development will also result in good organizational commitment. The better the career development, the better the employee's organizational commitment will be.

**H2.** Career Development has significant effect on Organizational Commitment

## **2.3 Connection Competence towards Employee Performance**

Gibson (2011) stated that competence influences employee performance. The higher the competence possessed by employees and in accordance with the demands of the job role, the employee's performance will increase. Competent employees will be more committed so that they can quickly overcome work problems faced, do their work calmly and with full confidence, view work as an obligation that must be done sincerely, and openly improve their quality through the learning process. This will provide a strong motivation for employees to carry out the tasks assigned to them efficiently and effectively and psychologically will provide meaningful work experience and a sense of personal responsibility regarding the results of the work they do.

Saputra & Hendriani (2015) in his research found results where the better the competence possessed by employees, the better the employee's performance will be because competence is a very important element for the progress of employees and companies, because it can directly affect the performance and productivity of the company. In line with the results of research Irwan (2006), where employee competence affects employee performance.

**H3.** Competence has significant effect on employee performance

## **2.4 Relationship between Career Development and Employee Performance**

Career development as an HR management activity is basically aimed at improving and increasing the effectiveness of work implementation by workers, so that they are increasingly able to provide the best contribution in realizing organizational performance. Implementation of work that is getting better and better, has a direct effect on the opportunities for a worker to obtain the expected and desired position/job. Thus, through career development, employees are encouraged or motivated to be able to carry out their duties effectively and efficiently. Because the more effective and efficient employees work, the greater the possibility of the organization/company to increase company performance to the maximum.

Saputra & Hendriani (2015) found results where good career development can improve and increase the effectiveness of work implementation so that good organizational performance is realized. Ferine & Zami (2016) stated that individuals who want their careers to develop must work as hard as possible, namely by showing good performance where leaders as parties who facilitate employee career development should be able to provide a clear career development path in order to achieve organizational goals and employee career development activities are very important in efforts to improve employee performance. Referring to the description above, the hypothesis proposed in this study is:

**H4.** Career Development has significant effect on Employee Performance.

## **2.5 Connection Organizational Commitment to Employee Performance**

Jasrol et al. (2022) stated that if employees want to improve their performance, they can start by improving their organizational commitment and for that, there is an opportunity for employees to create a more intensive atmosphere in a more democratic system. Ferine & Zami (2016) defines commitment as conditions, influences, and external stimuli that include physical, social, and intellectual influences that are influenced by employees. Organizational commitment is an informal social aspect and employee activities that spontaneously influence behavior. Commitment can also be said to be like "personality" in humans. This means that each workplace has characteristics (personality) that are not the same as other workplaces even though they are built with the same physical and form or architecture. Thus, organizational commitment is all situations that arise as a result of the relationship between employees and employees, employees and leaders (Rachmawati et al., 2021). The situation in this case can be divided into several scales, namely cohesiveness, satisfaction, speed, formality, difficulty, and democracy in the office.

The results of the study conducted (Saputra & Hendriani) where organizational commitment has an effect on improving the performance of PT. Bank Rakyat Indonesia (PERSERO) Pekanbaru employees. In line with the results of the study Supiyanto (2015) where organizational commitment has a significant effect on employee performance

**H5.** Organizational Commitment has significant effect on Employee Performance

## **3. Methods**

This type of research is explanatory research. According to explanatory research, it is research that highlights the influence between determining variables that test the proposed hypothesis and its description contains a description but focuses on the relationship between variables, namely the influence of competence and career development on organizational commitment and

employee performance. Population is the total number of analysis units whose characteristics will be predicted (Ghozali, 2016). The population in this study were all employees of PT Gudang Garam Distributor. The sample is part of the affordable population members that can be used as research subjects through the Saputra & Hendriani (2015) sampling technique. The saturated sampling method (census) is a technique for determining samples when population members are used as samples Warongan et al. (2014). Based on this statement, the researcher in this study took all members of the population as samples except for the leader

#### 4. Results and Discussion

From the results of the validity test of the Competence , Career Development, Organizational Commitment and Employee Performance variables, it can be said that all indicators submitted by the researcher to the respondents are valid. This validity test is used to measure the validity or otherwise of an indicator that represents a variable. The indicators in this study can represent variables so that they produce a calculated r value > r table. Also, the Competence , Career Development, Organizational Commitment , and Employee Performance variables have met the requirements, meaning that the variables have an alpha value above 0.60 so that all variables are reliable. measure in measuring the same symptoms

**Table 1.** Path Analysis Phase 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.416	5.686		1.128	.263
1 Kompetensi	.294	.138	.247	2.125	.037
Pengembangan Karir	.330	.157	.244	2.098	.039

a. Dependent Variable: Komitmen Organisasional

**Table 2.** Path Analysis Phase 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.969	5.029		.193	.848
1 Kompetensi	.331	.125	.299	2.652	.010
Pengembangan Karir	.293	.142	.233	2.066	.043
Komitmen Organisasional	.216	.104	.231	2.074	.042

a. Dependent Variable: Kinerja Pegawai

The influence of competence on organizational commitment is indicated by a coefficient value of 0.294 and has a positive direction, so it can be interpreted that competence influences organizational commitment. This influence shows that if the competence possessed by an employee is good, then organizational commitment will be even better. The positive influence is indicated by a t-value of 2.125 > 1.9939 with a significance value of 0.037 < 0.05. Thus, the

hypothesis is obtained which states that competence has a significant positive influence on organizational commitment in this study indicating that H1 is accepted .

The influence of career development on organizational commitment is indicated by a coefficient value of 0.330 and has a positive direction, so it can be interpreted that career development has an effect on organizational commitment. This influence shows that the better the career development is carried out, the better a person is to commit to their organization. A positive influence is indicated by a t-value of  $2.098 > 1.9939$  with a significance value of  $0.039 < 0.05$ . Thus, the hypothesis is obtained which states that career development has a significant positive effect on organizational commitment in this study indicating that H2 is accepted.

The influence of competence on employee performance is indicated by a coefficient value of 0.331 and has a positive direction, so it can be interpreted that competence influences employee performance. This influence shows that the better the level of competence possessed by an employee, the better the level of performance produced. A positive influence is indicated by a t-value of  $2.652 > 1.9939$  with a significance value of  $0.010 < 0.05$ . Thus, a hypothesis is obtained stating that competence has a significant positive influence on employee performance in this study indicating that H 3 is accepted

The influence of career development on employee performance is indicated by a coefficient value of 0.293 and has a positive direction, so it can be interpreted that career development has an effect on employee performance. This influence shows that the better the career development carried out, the better the performance of an employee. A positive influence is indicated by a t-value of  $2.066 > 1.9939$  with a significance value of  $0.043 < 0.05$ . Thus, a hypothesis is obtained stating that career development has a significant positive effect on employee performance in this study indicating that H4 is accepted.

The influence of organizational commitment on employee performance is indicated by a coefficient value of 0.216 and has a positive direction, so it can be interpreted that organizational commitment has an effect on employee performance. This influence shows that the higher the level of commitment of a person, the higher the performance produced. The positive influence is indicated by a t-value of  $2.074 > 1.9939$  with a significance value of  $0.042 < 0.05$ . Thus, the hypothesis is obtained which states that organizational commitment has a significant positive effect on employee performance in this study indicating that H5 is accepted.

Based on the results of the sobel test calculation, the statistical value is 1.4871, which is smaller than 1.9939 and the p value obtained in this calculation is  $0.068 > 0.05$ . With these results, it can be concluded that organizational commitment is not able to be an intervening variable between competence and employee performance. Then, based on the results of the sobel test calculation in Figure 4.4, the statistical value is 1.4773, which is smaller than 1.9939 and the p value obtained in this calculation is  $0.069 > 0.05$ . With these results, it can be concluded that organizational commitment is not able to be an intervening variable between career development and employee performance.

## 5. Conclusion

The results of this study reveal several key findings related to competence, career development, organizational commitment, and employee performance. It was found that competence has a significant positive effect on organizational commitment, indicating that higher

competence levels among employees lead to stronger organizational commitment. Similarly, career development was shown to have a significant positive impact on organizational commitment, suggesting that employees who experience better career development are more committed to their organizations.

Moreover, the study demonstrates that competence significantly enhances employee performance, implying that employees with higher competence levels perform better in their roles. Career development also significantly influences employee performance, indicating that employees with better career development opportunities tend to achieve higher levels of performance in their tasks. Additionally, organizational commitment was found to have a significant positive effect on employee performance, highlighting that employees with stronger organizational commitment deliver better performance outcomes.

However, the study also found that organizational commitment does not mediate the relationship between competence and employee performance. This suggests that competence directly impacts employee performance without requiring the intermediary role of organizational commitment. Similarly, organizational commitment was unable to mediate the relationship between career development and employee performance, indicating that career development has a direct and significant effect on performance without the influence of organizational commitment. These findings provide a comprehensive understanding of the direct and mediated relationships between these variables, offering valuable insights for organizational management and development strategies.

The findings of this study suggest several areas for improvement in competence, career development, organizational commitment, and employee performance. Regarding competence, indicators related to skills and attitudes in problem-solving received the lowest scores. To address this, companies should consider providing management training, including motivational, production, marketing, and resource skills development programs. For career development, the indicator of fair treatment in career progression had the lowest value. To improve this, companies should develop Standard Operating Procedures (SOPs) for personnel management and establish clear, equitable policies for decision-making. In terms of organizational commitment, the indicators of employee value similarity and organizational care scored the lowest. Companies can address this by ensuring fair treatment for employees, improving the wage system to align with industry standards, and offering competitive salaries to enhance employees' sense of value and belonging.

To enhance employee performance, companies should focus on improving competence through self-development initiatives that foster high-quality human resources. Building positive relationships among coworkers is also crucial, as the work environment and interpersonal connections significantly influence competence levels. Furthermore, addressing the inability of organizational commitment to mediate the relationship between competence, career development, and performance, companies should foster a supportive, family-like working atmosphere. By implementing family-oriented management practices, employees can feel more comfortable, valued, and psychologically supported, leading to stronger organizational commitment. This sense of belonging and emotional connection can improve employee performance, benefiting the company in the long term. A strong organizational commitment

cultivated through such initiatives will enhance employee performance and help the company remain competitive in the future.

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