

The Effect of Career Development and Motivation on Organizational Commitment of Employees PT United Tractors Pontianak

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Abstract. This study aims to determine the effect of career development and motivation on the organizational commitment of employees of PT United Tractors Pontianak. The research employed an associative method, with a sample size of 40 employees selected through saturated sampling. Multiple linear regression analysis, multiple correlation (R), coefficient determination (R^2), simultaneous test (F test), and partial test (t test) were conducted for data analysis. The results of the multiple correlation coefficient shows that there is a very strong relationship between Career Development and Motivation on Organizational Commitment. The result of the F test showed that both Career Development and Motivation significantly influence Organizational Commitment Employees of PT United Tractors Pontianak. The result of t-test showed that Career Development and Motivation partially have a significant effect on Commitment Organizational Employees of PT United Tractors Pontianak.

Keywords: Career Development, Motivation, Organizational Commitment.

1 Introduction

Along with the development of the times, competition between companies is also getting tougher and unavoidable. This forces companies to continue to improve their quality in order to survive in the face of competition in the business world. Several important aspects that need to be improved by the company include aspects of marketing, financial management, production operations, and the most important aspect is human resources. The human resources owned by the company are in the form of employees who act as managers and supporters of these aspects. In addition to physical aspects such as capital, machinery and materials, employees are an important and valuable asset owned by the company. Employees have an important role in carrying out all operational activities and utilization of other resources owned by the company. Therefore, companies must always pay attention to the role and welfare of employees in order to achieve the company's vision and mission.

In inter-company competition, human resources serve as a distinctive advantage that cannot be easily replicated by competitors. This is a company demand to be able to maintain and maintain

the best human resources they have so they don't move to other companies, This necessitates an emphasis on increasing employee commitment to the organization.. In practice, organizational commitment often becomes one of the problems that must be faced by companies, including one of the largest business groups in Indonesia, namely PT United Tractors, which has covered various industries and sectors, that is construction machinery, contractors, mining, construction industry, and energy. PT United Tractors was founded in 1972 and until now has 20 Branch Offices, 22 Supporting Offices, and 11 Representative Offices throughout Indonesia. One of the branch offices of PT United Tractors which is growing rapidly is in Pontianak which is located on Jalan Adi Sucipto, Km. 8.5, Kubu Raya Regency, West Kalimantan Province.

PT United Tractors Pontianak has forty employees from five sections. Amount of employees PT United Tractors in 2020 increased by 104.73%. However, since 2021, the number of employees has not changed until early 2023. Some of the employees who have left are permanent employees who have worked for 5 to 10 years. Based on the results of interviews with the Head of the Administration Division, it is known that the reasons for employees leaving the company include receiving job offers at other companies, employees objecting to having to be transferred to certain areas, and the career development process is quite long.

Based on the gathered data, the rate of employee absenteeism at PT United Tractors Pontianak has shown a consistent increase over the past three years. In 2020, the absentee rate rose by 61.11%, followed by a 10.34% increase in 2021, and a 6.25% increase in 2022. Likewise, employee lateness also saw an upward trend, with a 22.56% increase in 2020, a 6.59% increase in 2021, and a 1.29% increase in 2022. The Head of Administration Division at PT United Tractors Pontianak mentioned that apart from the already recorded instances of significant delays, there were also a considerable number of employees who arrived half a day late, although those cases were not formally documented. The Head of Administration Division further highlighted that the rising numbers of employee absences and tardiness reflect a lack of discipline among employees in adhering to the company's rules and regulations. The high level of absenteeism can be caused by the lack of good development methods carried out by the company.

According to [7], if employee absenteeism decreases after participating in development, it indicates that the development method is effective. Conversely, if employee absenteeism remains high, it suggests that the applied development method is not effective. [11] conducted research showing that discipline has a significant and positive impact on work motivation. This finding aligns with the study by [15] , who found that high absenteeism is often caused by low motivation, leading to a lack of discipline. Additionally, low commitment can also contribute to high absenteeism. Sopiah (2008), as cited in [12] , highlights that employees with low commitment tend to exhibit higher turnover rates, increased absenteeism, decreased productivity, lack of engagement as an employee, reduced work quality, and a lack of loyalty towards the organization.

PT United Tractors Pontianak considers three factors, namely teamwork, work quality, and problem analysis, to determine the value of employee performance. The Head of Administration conducts performance appraisals twice a year. The average performance value of permanent employees at PT United Tractors Pontianak has shown fluctuations. In 2020, there was a decrease of 0.81%, followed by a decrease of 11.16% in 2021. However, in 2022, the average performance score exhibited an increase of 8.68%. [8] research indicates that career development has an impact on employee performance. Similarly, [10] found that work

motivation significantly influences employee performance. Furthermore, [1] conducted research demonstrating that organizational commitment has a positive and significant effect on employee performance.

Amount of employee grade increase at PT United Tractors Pontianak increased by 166.67% in 2021 and there was no increase in 2022. The amount of grade increase relatively low when compared to the number of employees. In 2020, only three out of forty-four employees received a grade increase, followed by eight out of forty employees in 2021 and again in 2022. According to the Head of Administration Division at PT United Tractors Pontianak, these grade increments directly impact employees' prospects for promotion and salary raises. [9] discovered a positive and significant influence of the promotion system on employee motivation.

Based on the description that has been described above, this study aims to determine The Effect of Career Development and Motivation on Employee Organizational Commitment of PT United Tractors Pontianak.

2 Literature Review And Hypothesis Development

2.1 Organizational Commitment

An individual's internal motivation to take action to assist the organization's success in accordance with its goals and give the organization's interests priority is known as organizational commitment Wiener in [19]. Simanjuntak (2020) found that career development significantly influences organizational commitment. Allen and Meyer (2001) in [3], employee organizational commitment can be measured across three dimensions:

1. Affective Commitment
2. Continuous Commitment
3. Normative Commitment

Ivancevich, et al (2008) in [12] define organizational commitment as a sense of identification, involvement, and loyalty expressed by employees towards their organization. In line with these findings, [5] concluded in their research that the motivational factor has a significant impact on organizational commitment. This study seeks to present the following ideas in relation to these concepts:

H1: The impact of career development and motivation on organizational commitment is favorable of Employees PT United Tractors Pontianak.

2.2 Career Development

Career development is a process that is formalized and ongoing with the goal of enhancing and expanding a worker's capabilities [16]. [4] in their research concluded that career development have a profoundly favorable impact on organizational commitment. According to [3], this career development will be measured by several dimensions:

1. Career clarity, which encompasses indicators such as clear pathways for promotion, opportunities to assume leadership roles, and the chance to occupy

- specific positions within the organizational structure.
2. Self-development, which involves indicators like access to training programs, educational opportunities, participation in seminars/discussions/workshops, and the chance to acquire specialized certificates through competency courses.
 3. Improvement in enhanced self-discipline, increased loyalty, and boosted employee motivation are examples of performance quality indicators.

[13] defines career development is a systematic strategy employed by businesses to guarantee the availability of personnel with the necessary training and experience. The research by [17] conducted research indicating a positive and significant relationship between career development and employee organizational commitment. Based on these previous findings, the following hypotheses can be formulated:

H2: Career Development has a positive effect on Organizational Commitment of Employees PT United Tractors Pontianak.

2.3 Motivation

When specific requirements of the individual can be met, it motivates people to work hard to attain organizational goals [12]. In her study, [14] found a positive relationship between motivation and organizational commitment, i.e., the degree to which a person is committed to the organization the better their incentive. According to McClelland and Boyatzis (2004) in [3]: motivation can be measured using the following dimensions and indicators:

1. Need for achievement, assessed through indicators such as striving for high performance, avoiding being outperformed by colleagues, seeking personal development, and aiming for recognition of work accomplishments.
2. Need for affiliation, measured by indicators including a desire to connect with the work environment, a willingness to collaborate, a commitment to following rules, and showing respect towards leaders.
3. Need for affiliation, measured by indicators including a desire to connect with the work environment, a willingness to collaborate, a commitment to following rules, and showing respect towards leaders.

[6] emphasizes that motivation is a crucial factor in any collective endeavor where individuals work together to achieve specific goals. [18] in their research concluded that there is a significant influence between motivation variables on organizational commitment variables. This aligns with the research conducted by [2] which found a positive relationship between motivation and organizational commitment. Therefore, the hypothesis presented is as follows:

H3: Motivation has a positive effect on Organizational Commitment of Employees PT United Tractors Pontianak.

3 Research Methods

This study employs an associative research approach to explore the impact of career development and motivation on organizational commitment. Data collection for this study includes both secondary and primary data sources. Secondary data is obtained from PT United Tractors Pontianak, while primary data is gathered through interviews and the distribution of questionnaires. The research incorporates two independent variables, namely career

development and motivation, and one dependent variable, organizational commitment. The sampling method used in this study is saturated sampling, where all members of the population are included. The population for this study consists of all permanent employees of PT United Tractors Pontianak, totaling 40 people in 2023. The variables in this study are measured using a Likert scale. For data analysis, the following tests were used:

3.1 Validity Test:

The Pearson Product-Moment correlation technique was used to assess validity by comparing the estimated r-value to the crucial r-value.

- a) The variable is considered valid if the calculated r-value exceeds the crucial r-value.
- b) If the determined r-value is greater than the crucial r-value, the variable is considered invalid.

3.2 Reliability Test:

The Cronbach's Alpha reliability test was applied. The following are the decision criteria for this test:

- a) If $\alpha > 0.60$, the questionnaire is considered reliable.
- b) If $\alpha < 0.60$, the questionnaire is considered unreliable.

3.3 Normality Test:

If the significance level is greater than 0.05, H_0 is accepted and H_a is rejected. If the significance value is less than 0.05, H_0 is rejected and H_a is approved.

3.4 Linearity Test:

The Linearity Test was used in the investigation, with a significance level of 0.05. The criteria are as follows:

- a) If $\text{Sig} > 0.05$, The independent and dependent variables are correlated linearly.
- b) If $\text{Sig} < 0.05$, The independent and dependent variables do not have a linear relationship.

3.5 Multicollinearity Test:

If the Tolerance value is greater than 0.10 and the VIF value is greater than 10, there is no multicollinearity among the independent variables in the regression model, and vice versa.

3.6 Multiple Linear Regression Analysis:

The following model was used in the study's multiple linear regression analysis:

$$Y = a + b_1X_1 + b_2X_2 \quad (1)$$

3.7 Correlation Coefficient Analysis (R-test):

To assess the strength of the association between two variables, the correlation coefficient

analysis was used.

3.8 Coefficient of Determination (R^2):

The purpose of this test is to determine the amount to which independent variables influence the dependent.

3.9 Simultaneous Test (F test):

The purpose of this test is to testing the hypothesis on the application of the multiple linear regression method is to find out how far the independent variable influences the dependent variable simultaneously.

3.10 Partial Test (t test):

Partial effect test (t test) in this study was used to determine whether career development and motivation partially (individually) have a tremendous impact on the employees' loyalty to the organization of

PT United Tractors Pontianak.

- a) H_0 is accepted and H_a is refused if the estimated t-value is greater than the critical t-value.
- b) If the estimated t-value is greater than the critical t-value, H_0 is rejected and H_a accepted.

4 Results And Discussion

4.1 Validity Test

Table 1. Results of Validity Test

Statement	Corrected Item-Total Correlation	Description
X1.1	0,622	Valid
X1.2	0,918	Valid
X1.3	0,447	Valid
X1.4	0,632	Valid
X1.5	0,918	Valid
X1.6	0,918	Valid
X1.7	0,918	Valid
X1.8	0,579	Valid
X1.9	0,918	Valid
X1.10	0,460	Valid
X2.1	0,548	Valid
X2.2	0,910	Valid
X2.3	0,910	Valid
X2.4	0,444	Valid
X2.5	0,406	Valid
X2.6	0,910	Valid
X2.7	0,910	Valid

X2.8	0,422	Valid
X2.9	0,577	Valid
X2.10	0,910	Valid
X2.11	0,444	Valid
Y1	0,532	Valid
Y2	0,928	Valid
Y3	0,877	Valid
Y4	0,420	Valid
Y5	0,386	Valid
Y6	0,903	Valid
Y7	0,934	Valid

If the determined r-value is larger than the threshold r-value, the question for that item is considered valid. Table 1. shows the essential r-value at a significance level of 0.312. Because the calculated r-value is larger than 0.312, the findings imply that all claims are true.

4.2 Reliability Test

Table 2. Results of Reliability Testing

Variable	<i>N Of Item</i>	<i>Cronbach's Alpha</i>	Explanation
Career Development (X1)	10	0,899	Reliable
Motivation (X2)	11	0,886	Reliable
Organizational Commitment (Y)	7	0,849	Reliable

In this study, Cronbach's Alpha was used to test reliability, and an instrument is considered reliable if its reliability coefficient is > 0.60 . The reliability test findings, as shown in Table 2., demonstrate that all claims are reliable.

4.3 Normality Test

The Kolmogorov-Smirnov test is used to determine data normality. The following factors are taken into account while making decisions in the normalcy test:

Table 3. Results of Normality
Test One-Sample Kolmogorov-Smirnov Test

N		40
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	2.25849978
Most	Absolute	.086
Extreme Differences	Positive	.086
	Negative	-.067

Kolmogorov-Smirnov Z	.086
Asymp. Sig. (2-tailed)	.200

According to Table 3, the significance value is 0.200 greater than 0.05. As a result, we accept the null hypothesis (H0), indicating that the data is normally distributed.

4.4 Linearity Test

Table 4. Results of Linearity Test

Variabl e	Deviation From Linearity	Explanatio n
X1	0,404	Linier
X2	0,891	Linier

Based on the results in Table 4, It can be seen that both variables' values for the Sig. Test for linearity are higher than 0.05. As a result, it may be said that each independent variable and the dependent variable have a linear connection.

4.5 Multicollinearity Test

Table 5. Results of Multicollinearity Test

Model		Tolerance	VIF
1	Career Development	0,487	2,055
	Motivation	0,487	2,055

a. Dependent Variable: Organizational Commitment

According to Table 5, the tolerance value for both independent variables is 2.055, which is less than 10 ($VIF\ 2.055 < 10$), and the tolerance value for both independent variables is 0.487, which is more than 0.10 ($0.487 > 0.10$). As a result, there is no evidence of multicollinearity among the variables.

4.6 Analysis of multiple linear regression

Table 6. Results of Multiple Linear Regression Analysis
Coefficients^a

Model	B	Std. Error	Unstandardized Coefficients		Standardized Coefficients	
			Beta	t	Sig.	
1	(Constant)	2.018	4.083		5.392	.000
	Career Development	.742	.134	.665	5.527	.000
	Motivation	.247	.120	.248	2.059	.047

a. Dependent Variable: Organizational Commitment

The regression equation for this investigation can be stated using Table 6:

$$Y = 2.018 + 0.742 X1 + 0.247 X2$$

(2)

The regression equation in the unstandardized form can be written as:

- a. The value of a = 2.018 means that if the Career Development (X1) and Motivation (X2) value is 0 (zero), then Organizational Commitment (Y) is 2.018.
- b. The multiple regression coefficient of the Career Development variable (X1) is 0.742, meaning that if the Career Development variable (X1) increases by 1 (one) unit, then the value of Organizational Commitment (Y) will increase by 0.742 units.
- c. The multiple regression coefficient of the Motivation variable (X2) is 0.247, meaning that if the Motivation variable (X2) increases by 1 (one) unit, then the value of Organizational Commitment (Y) will increase by 0.247 units.

4.7 Coefficient of Correlation Analysis

Table 7. Results of Coefficient of Correlation Analysis

<i>Model Summary</i>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,860 ^a	,739	,725	2,319

a. Predictors: (Constant), Motivation, Career Development

R is calculated to be 0.860 using Table 7. As the number falls within the range of 0.80 – 1.000, this shows a very strong correlation between X1 and X2 to Y.

4.8 Coefficient of Determination Analysis

According to Table 7. it can be seen that the coefficient of determination obtained is 0.739. This suggests that the influence of Career Development and Motivation on Organizational Commitment of PT United Tractors Pontianak is 73.9% and the remaining 26.1% is influenced by other variables outside of this study.

4.9 Simultaneous Test (F test)

Table 8. Result of Simultaneous Test8

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	564.568	2	282.284	52.503	.000 ^b
	Residual	198.932	37	5.377		
	Total	763.500	39			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Motivation, Career Development

According to Table 8. it is known that the calculated F value is 52.503 > F table 2.42 so it can be concluded that there is an effect of Career Development (X1) and Motivation (X2) simultaneously on Organizational Commitment (Y) of PT United Tractors Employees Pontianak.

4.10 Partial Test (t Test)

Table 9. Result of Partial Test Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.018	4.083		5.392	.000
	Career Development	.742	.134	.665	5.527	.000
	Motivation	.247	.120	.248	2.059	.047

a. Dependent Variable: Organizational Commitment

1. It is known that the calculated t value on the Career Development variable (X1) is 5.527 > t table 1.68709. It can be concluded that Career Development partially has a significant effect on Employee Organizational Commitment of PT United Tractors Pontianak.
2. It is known that the calculated t value on the variable Motivation (X2) is 2.059 > t table 1.68709. It may be said that employee organizational commitment at PT United Tractors Pontianak is significantly influenced by motivation in part

5 Conclusion

Based on the results and discussions conducted, the following conclusions can be drawn:

1. The obtained multiple linear regression equation is: $Y = 2.018 + 0.742 X1 + 0.247 X2$.
2. The multiple correlation coefficient (R) is 0.860 which means that there is a very strong relationship between Career Development (X1) and Motivation (X2) on Organizational Commitment (Y) of PT United Tractors Pontianak Employees.
3. The coefficient of determination (R^2) of 0.739 means the influence of Career Development and Motivation on Employee Organizational Commitment PT United Tractors Pontianak is 73.9% and the remaining 26.1% is influenced by other variables outside of this study.
4. The simultaneous F-test indicates that F count 52.503 > F table 2.42, which means that there is a simultaneous effect of Career Development (X1) and Motivation (X2) on Organizational Commitment (Y) of Employees of PT United Tractors Pontianak.

5. The calculated t value for the Career Development variable (X1) is $5.527 > t$ table 1.68709 so it can be concluded that Career Development partially has a significant effect on Employee Organizational Commitment of PT United Tractors Pontianak. The calculated t value on the variable Motivation (X2) is $2.059 > t$ table 1.68709 so it can be concluded that motivation partially has a significant effect on Employee Organizational Commitment of PT United Tractors Pontianak.

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