

The Role Of Career Development And Workload On Organizational Commitment With Job Satisfaction As A Mediating Variable At The Transportation Agency Of Dki Jakarta Provincial Government

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ABSTRACT

This study aims to determine and analyze the effect of career development and workload on organizational commitment, with job satisfaction as a mediating variable in the Transportation Agency of DKI Jakarta Provincial Government. Researchers used quantitative research methods through questionnaire that distributed to 152 respondents, to capture the conditions of each variable and their relationships within employees. The data was analyzed with partial least squares structural equation modeling (PLS-SEM) through the SmartPLS 3.0 application. The results showed that the relationship between variables is indirect-only mediation, where career development does not have a significant direct relationship to organizational commitment, nor workload. While the indirect relationship between career development with organizational commitment and workload with organizational commitment mediated by job satisfaction forms a significant relationship.

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I. INTRODUCTION

The shifting of era creates globalization, changes in the social norms and belief in the economy, technological disruption, and generate various global issues over time. These challenges are also inherent to public sector institutions that are responsible for meeting the needs of society. As a result, public sector management is no longer required to focus on activities and processes, but rather focus on results to create benefits for the community (Perrin, 2015).

This condition emphasizes the importance of human resources (HR) that will contribute to the creation of competitive advantage and organizational success (Fahim, 2018). Humans are quite difficult to control and anticipate because human emotions, thoughts, performance, and attitudes are strongly influenced by the situation or context experienced and believed by the individuals involved (McLeod, 2017). Therefore, organizations need to build organizational commitment on employees in order to produce optimal performance in supporting organizational goals. Based on various research results at different locus, individual performance and organizational effectiveness cannot be achieved without organizational commitment, i.e. the readiness of organizational members to devote great efforts on behalf of the organization (Lamba & Choudhary, 2013).

Allen and Meyer (1990) proposed three components of commitment that describe the psychological state of organizational members, namely affective commitment, normative commitment, and sustainability commitment. Affective commitment describes the emotional attachment a person feels to an organization, while normative commitment describes a person's feeling of obligation to remain within an organization (Allen & Meyer, 1990). Finally, continuance commitment describes the growing awareness of employees that they have accumulated investment during their time in the organization and will disappear if they decide to leave the organization, or because of the limitations of other alternatives comparable to those offered by the organization today (Allen & Meyer, 1990). DKI Jakarta Province was chosen as the locus of research because with a higher salary and additional income (the highest in Indonesia) than civil servants in other Ministries/Institutions/Regional Apparatus (K/L/PD), ideally the civil servant has a high organizational commitment. Among three components of commitment, salary and additional income should affect organizational commitment, especially *continuance commitment* (Allen and Meyer, 1990).

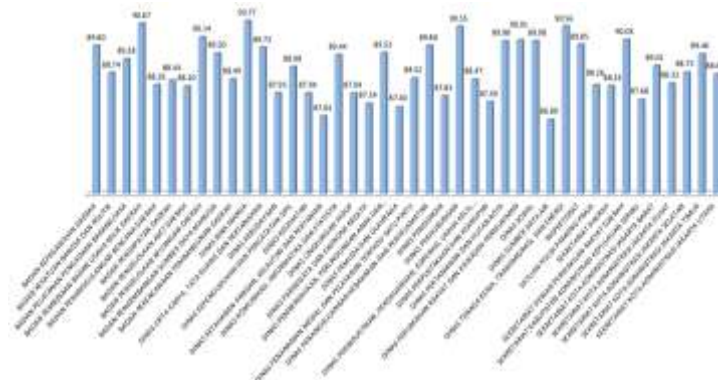


Figure 1 Regional Device Performance Achievement Index 2020
 Source: DKI Jakarta Provincial Civil Service Agency, 2021

Among regional apparatus in the DKI Jakarta Provincial Government, the Transportation Agency (Dishub) is one of the four apparatus that has the highest performance achievement index in 2020 with a value more than 90. Although the Transportation Agency has performance index of 90.55 in 2020 (contained in Figure 1), based on the 2019 DKI Jakarta Provincial Government Performance Satisfaction Survey which was carried out by DKI Jakarta Provincial Communication, Informatics, and Statistics Office (2019), 12.9 percent of 402 respondents still chose traffic congestion as a daily problem that needs to be the prioritized by the DKI Jakarta Provincial Government. Transportation Agency has responsibility in congestion as it has function to formulate policies, guidelines, and technical standards for the implementation of transportation affairs, also develop, guide, monitor, control, and evaluate the transportation system (DishubPemprov DKI Jakarta, n.d.).

Based on data from the tomtom traffic index ranking in 2017,DKI Jakarta Province is the fourth most congested city in the world (Dishub DKI Jakarta Provincial Government, 2022). The high congestion that occurs in DKI Jakarta Province results in economic losses up to Rp65 trillion per year based on a World Bank study in 2019 (Liputan6, 2020). Then in 2021 DKI Jakarta Province is ranked 46th out of 416 most congested cities in the world with a congestion index of 36% (DKI Jakarta Provincial Government Dishub, 2022).

Transportation problems in DKI Jakarta Province not only cause congestion, but also air pollution. In a report released by Nafas Indonesia (an air quality data provider application) in 2023 stated that air pollution in Jakarta and its surroundings has a level of particulate matter concentration (PM 2.5), or classified as a relatively poor level (Javier, 2023). This is supported by data in Air Quality and Health In Cities: A State of Global Air Report 2022 that publish on July 2023, since May 2023 Jakarta has consistently ranked among the top ten most polluted cities in the world. Based on research by Vital Statistics DKI Jakarta, the largest contributors to air pollution in DKI Jakarta Province come from the transportation sector (67%), industry (26.8%), and power plants (5.7%) (Muliawati, 2023).In total, DKI Jakarta Province produces carbon emissions up to 206 million tons per year with the largest contribution coming from the transportation sector, which is 182.5 tons per year (Databoks, 2017).

Seeing various problems that exist, organizational commitment becomes increasingly crucial as the Transportation Agency of DKI Jakarta Provincial Government requiredemployee’s willingness to involve in handling problems. Because commitment allows employees to fully invest emotionally, mentally, and physically so that they can focus on achieving organizational goals (Mercurio, 2015). The amount of organizational commitment can be seen from thelevel of work performance, absenteeism, and employee *turnover* in the organization (Mercurio, 2015).

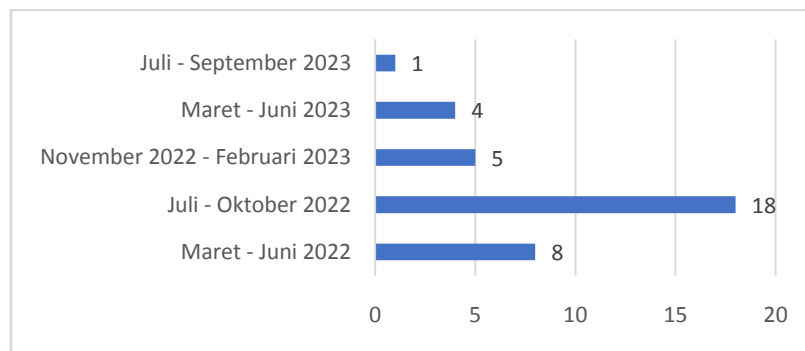


Figure 1.1 Data on Transfer Application for DKI Jakarta Provincial Government Dishub Employees
 Source: DKI Jakarta Provincial Government Dishub, 2023 (Reprocessed)

Employee's organizational commitment to Transportation Agency of DKI Jakarta Provincial Government can be reflected from employee transfer request. From March 2022 to September 2023, there was 36 requests from employees. Although this number is not very significant, the figure indicates the existence of organizational commitment problems in the Transportation Agency of DKI Jakarta Provincial Government.

II. THEORETICAL FRAMEWORK

Organizational Commitment

Robbins and Judge (2009) define organizational commitment as a state in which an employee favors his goals and desires to maintain membership in the organization. Furthermore, Hadiyani (2013) suggests that organizational commitment is a desire or drive from within individuals who identify themselves as part of an organization where they work, to always be willing to play an active role in efforts to realize goals and contribute positively to the organization. Particularly because individuals have similar values with organizational values and have a desire to remain in the organization (Hadiyani, 2013).

Allen and Meyer (1990) proposed three components of commitment that describe the psychological state of organizational members: affective commitment, normative commitment, and continuance commitment. Affective commitment describes the emotional attachment that a person feels to the organization, while normative commitment describes the perceived obligation that members feel to remain in an organization (Allen & Meyer, 1990). Whereas continuance commitment describes the growing awareness of employees that they have accumulated investment during their time in the organization and will disappear if they leave the organization, or because of the limitations of alternatives comparable to those offered by the organization today (Allen & Meyer, 1990).

The psychological state of employees that categorized into three components of commitment will have different effects on employee. Affective and normative commitment generally correlate with higher productivity, a more positive work attitude, and a higher potential for engaging in *organizational citizenship* (Finegan, 2000). Whereas in continuance commitment, there is very little positive relationship with performance indicators as employees survive due to alternative limitations (Finegan, 2000).

Job Satisfaction

Job satisfaction refers to an individual's thought arising from the evaluation of work environment to meet the needs and values of employees, which then elicits an individual's response to the environment (Nath Gangai & Agrawal, 2015). Locke (1969) defines job satisfaction as a positive emotional feeling towards the organization as a result of a person's evaluation of his work experience by comparing between what he expects and what he actually gets from his job (in Nath Gangai & Agrawal, 2015). Job satisfaction is considered important because it will have a direct impact on the quality of work and the level of employee productivity (Ismail & Razak, 2016).

Herzberg's theory that was developed since 1959, has become one of the dominant theories used in assessing job satisfaction. In his theory, he divided job satisfaction factors into two categories, namely motivational factors or also called instinct factors, which refer to the need for growth or self-actualization (Herzberg, 2003). The second category is hygiene factors or extrinsic factors, which refer to the need to avoid unpleasant things (Herzberg, 2003).

Job Satisfaction Factors in Herzberg's Theory

Intrinsic Factor (Motivation)	Factor Extrinsic (Hygiene Factors)
Advancement	Interpersonal Relationship
Work Itself	Salary
Growth Possibility	Policies and Administration
Responsibility	Supervision
Recognition	Working Conditions
Achievement	

- Sumber: Herzberg (2003)

Career Development

Hall and Associates (1986) define career as a lifelong process, as career is a series of activities and attitudes or behaviors that occur in a person's work life, not only related to work or position (in Adekola, 2011). Leibowitz, Farren and Kaye (1986) argue that career development includes organized, formal, and planned efforts to achieve a balance between individual career needs and organizational labor placement needs. Furthermore, career development is the process by which individuals develop new skills and abilities as well as take on new responsibilities and enrich job roles to achieve future career goals and objectives (Liu, Liu, & Wu, 2010);

Career development variables refer to a person's perception of development and advancement opportunities in an organization (Weng et al., 2010). All of these career advancements illustrate the organization's willingness to appreciate all employee efforts for optimal development, so that employees have access to tools and resources, and feel that the career development process tends to be supported by their organization (Japor, 2021). Weng et al. (2010) suggest that perceptions of career development can be measured through four factors, including career development goals, professional ability development, promotion speed, and remuneration growth.

Workload

Workload refers to the amount of work assigned or expected from an individual (Van Veldhoven, 2014). Hart and Staveland (1998) define employee workload as employee feelings arising from the evaluation of the disparity in their mental processing ability or the resources needed to complete a task. The weight of the workload will be perceived differently by employees. This is because the physical and mental abilities of each employee in facing work are different.

There are two categories of factors that influence employee perception of workload, namely internal factors and external factors (Soleman, 2011). Internal factors are factors that originate the interaction between an individual's body capacity and external workload that has the potential to create stressors. Individual body capacity is formed from somatic factors (gender, age, body size, nutritional status, health conditions, etc.) and psychological factors (motivation, perception, belief, desire, satisfaction, etc.). While external factors are factors that come from external or outside the worker's body, including tasks, how the organization works, and the work environment.

There are number of tools for evaluating and predicting mental workload, namely (a) performance-based measurements, (b) subjective measurements, and (c) physiological measurements (Rubio et al., 2004). This research used subjective measurement through NASA-TLX (*Task Load Index*) workload evaluation proposed by Hart and Staveland (1988). Compared to other workload assessment methods, Hart and Staveland (1988) say subjective assessments is the most closely to the essence of mental workload and provide the most valid and sensitive indicators in general. There are six dimensions to NASA-TLX, including mental demands, physical demands, temporal demands, performance, effort, and frustration.

III. RESEARCH METHODS

This study used quantitative approach, which is defined as a way of studying social phenomena by looking at the relationship between variables through an objective theory (Creswell, 2014). Data collected by *cross-sectional*, which means collected at one point in time to provide an overview of a social life (Neuman, 2014). Primary data collection was carried out through questionnaire instruments that were distributed online. Secondary data is also collected through literature review of books, journals, and related institutional documents.

The population in this study is all employees of the DKI Jakarta Provincial Government Dishub who have the status of civil servants (PNS), which amounts to 1552 people (BPS DKI Jakarta Province, 2022). Samples are taken through *non-probability sampling* techniques, namely *convenience sampling*, which means that the sample includes people who are available, voluntary, or can be easily recruited into the sample (Johnson & Larry, 2014). With the *inverse square root* method (statistical strength of 80%) suggested by Hair et al. (2022), a minimum sample of 152 respondents was obtained.

$$\begin{aligned} 5\% \text{ significance level} &= n_{\min} > \left(\frac{2.486}{|\rho_{\min}|}\right)^2 \\ &= n_{\min} > \left(\frac{2.486}{0.2}\right)^2 \\ &= \mathbf{151,505} \end{aligned}$$

The data was analyzed using *structural equation modeling* (SEM), especially *partial least squares* SEM (PLS-SEM). This method was chosen because SEM offers a combination of two powerful statistical approaches: exploratory factor analysis and structural path analysis, which allows simultaneous assessment of measurement models and structural models (Hair et al., 2022).

SEM's data analysis will be carried out in three steps. First, assess the measurement theory to ensure the reliability and validity of the measurement model. Second, assess the construction of relationships between variables in structural models. Third, conduct mediation analysis to see whether there is or not variables that function as mediators between exogenous and endogenous variables. To conduct mediation analysis, the values of the results of three calculations will be used, namely t statistics, p value, and path coefficient. Then it is also necessary to calculate the mediation effect size after ensuring that the mediation variable has a significant influence in mediating the exogenous variable on the dependent variable. Generally the size of the mediating effect is calculated using *variance accounted for* (VAR), but Miocevic et al. (2018) say that the calculation is

biased and unstable or inefficient. Therefore, in this study will be used a mediated effect measure called epsilon statistics (ν) by Lachowicz, Preacher, and Kelley (2018).

IV. RESULT

In the context of this study, mediation can occur if job satisfaction as a construct mediator can intervene between workload and work commitment, and if job satisfaction as a construct mediator can intervene between career development and work commitment. The results of PLS-SEM testing which contains the values of direct effects of the structural model is shown below. As this study only consists one intervening variable, a single mediation analysis is used.

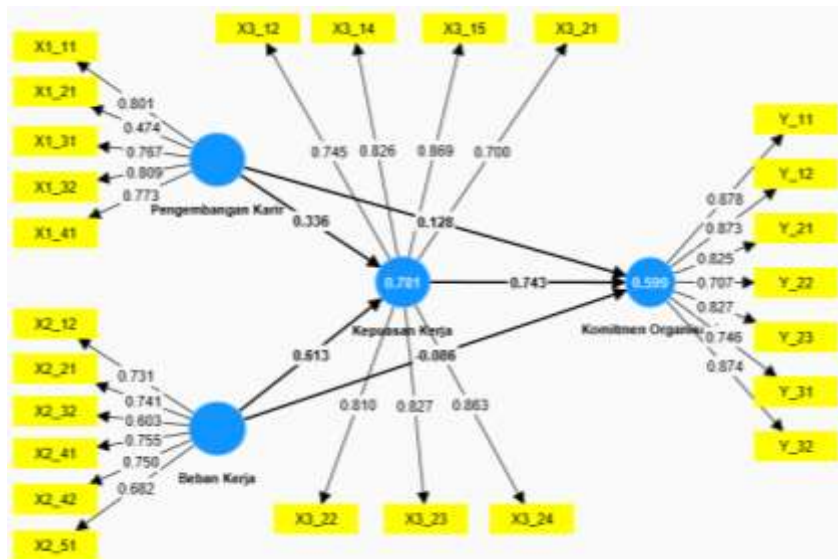


Figure 4.1 PLS-SEM Test Results
Source: Processed by Researchers, 2023

Table 4.1 Value Path Coefficient PLS-SEM Test Results

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistic	P Value
CD→JS	0.336	0.343	0.072	4.693	0.000
WL→JS	0.613	0.609	0.071	8.610	0.000
CD→OC	0.128	0.136	0.092	1.403	0.161
WL→OC	-0.086	-0.080	0.202	0.425	0.671
JS→OC	0.743	0.198	0.122	4.637	0.000
CD→JS→OC	0.250	0.249	0.067	3.714	0.000
WL→JS→OC	0.456	0.449	0.120	3.789	0.000

Source: Processed by Researchers, 2023

a. Hypothesis 1: Direct Effect Between Career Development and Job Satisfaction

The relationship between career development and job satisfaction found to be significant ($t = 4.693, p < 0.005$) with path coefficient of 0.336. It indicates a positive relationship between the variables. An increased of one unit of career development will increase 33.6% of job satisfaction. Furthermore, the f^2 value between career development and job satisfaction is 0.257. Thus the relationship is classified as a moderate effect, which means the ability of career development in explaining job satisfaction variable is moderate. This result is consistent with Darmayanti (2019), Mustaqim and Sary (2022), and Phuong et al. (2018) who found a strong relationship between career development and job satisfaction.

b. Hypothesis 2: Direct Effect Between Workload and Job Satisfaction

The value between workload and job satisfaction is 8.610, while the p value is 0.000. This shows a significant relationship between workload and job satisfaction. The path coefficient between the two is 0.613,

which indicates a positive or unidirectional relationship. Thus the addition of one workload unit will increase 61.3% of employee's job satisfaction. Supporting this finding, the f square value between workload and job satisfaction is 0.885, which means that the ability of workload variables to explain job satisfaction variables is high (large effect). The finding is inconsistent with those of Inegbedion et al. (2020), Mustapha and Ghee (2013), and Salsabilla, Setiawan, and Juwita (2022), who all found that the higher the positive perception of workload, the more job satisfaction in employees.

c. Hypothesis 3: Direct Effects Between Career Development and Organizational Commitment

The t value is 1.403 and the p value is 0.161, so the hypothesis that career development has a positive influence on organizational commitment is rejected. This means that career development has no direct relationship on organizational commitments. The f square value is 0.009, this further strengthens that career development has no influence on organizational commitments. These findings are consistent with the research of Nuryadi, Subiyanto, and Kurniawan (2020) and Silaban, Handaru, and Saptono (2021) which found that career development does not have a positive effect on organizational commitment.

d. Hypothesis 4: Direct Effect Between Workload and Organizational Commitment

From the statistical t value of 0.440 and p value of 0.660, it means that the hypothesis between workload and organizational commitment is rejected. In addition, judging from the f square which is 0.004, it further strengthens that the workload has no influence on organizational commitment. Siahaya (2022) resulted the same finding, whereas workload has no direct influence on organizational commitment.

e. Hypothesis 5: Direct Effects Between Job Satisfaction and Organizational Commitment

The relationship between job satisfaction and organizational commitment found to be significant ($t = 4.637$, $p < 0.005$) with path coefficient of 0.743. Accordingly the direction of the relationship between job satisfaction and organizational commitment is positive, where the addition of one unit to job satisfaction has an impact on increasing 74.3% of employee's organizational commitment. In addition, judging from the f square whose value is 1.302, workload has a high ability to explain the job satisfaction variable. This result is supported by Aydogdu and Asikgil (2011) and Yucel (2012) who found that job satisfaction has a significant and positive relationship with organizational commitment.

f. Hypothesis 6: Indirect Effects Between Career Development and Work Commitment with Job Satisfaction as an Intervening Variable

The t value obtained was 3.714 and the p value obtained was 0.000. The hypothesis that career development has a positive effect on organizational commitment with job satisfaction as mediator is accepted and this indirect effect is significant. It was found that the value of the indirect effect (*path coefficient*) was 0.331. This means that the direction of the career development relationship to work commitment mediated by job satisfaction is positive. The Upsilon statistic (V) is 0.0623 and it indicates that the role of job satisfaction in mediating the indirect influence of career development on organizational commitment is moderate. This finding is supported by Handoko and Rambe (2018) and Khavida et al. (2020) which stated that job satisfaction can mediate the relationship between career development and organizational commitment.

g. Hypothesis 7: Indirect Effects Between Workload and Work Commitment with Job Satisfaction as an Intervening Variable

The statistical t value obtained from the indirect effect between workload and work commitment with job satisfaction as a mediating variable is 3.184 and the p value is 0.002. It means that workload positively affects organizational commitment through job satisfaction as mediating variable and this indirect relationship is significant. From the results of PLS-SEM testing, it was found that the value of the indirect effect of workload on work commitment with job satisfaction as an intervening variable was 0.386. The V value also shows a value of 0.149, which means that the role of job satisfaction in mediating the indirect influence of workload on organizational commitment is moderate. The result is consistent with research findings by Sharif et al. (2021) which states that job satisfaction successfully mediates the effect of workload on organizational commitment.

V. CONCLUSION

Based on the research that has been done, seven hypotheses are answered as follows: 1) career development has a positive and significant direct influence on job satisfaction with moderate effects; 2) workload has a positive and significant direct effect on job satisfaction, with a relatively high effect; 3) career development has no direct influence on organizational commitment; 4) the workload has no direct effect on the organization's commitment; 5) job satisfaction was found to have a direct positive and significant relationship to organizational commitment with high effect; 6) career development has an indirect relationship to organizational

commitment mediated by job satisfaction and the indirect influence classified to be moderate; and 7) workload has a positive and significant indirect relationship to organizational commitment mediated by job satisfaction. The role of job satisfaction in mediating the indirect influence of workload on organizational commitment is moderate. With those results, the type of mediation that was found is indirect mediation (*indirect-only mediation*), where career development does not have a significant direct relationship to organizational commitment, as well as workload. While the indirect relationship where job satisfaction as a mediating variable that establishes an indirect relationship between career development and workload with organizational commitment forms a significant relationship.

VI. SUGGESTION

These are two suggestions as a form of follow-up from the results of research that has been done:

- 1) Organizations are advised to pay attention to workload balance through assessment of employee performance in order to increase job satisfaction. If the results of the employee's work are not satisfactory consecutively, it can indicate a high workload, or not in accordance with the ability of workers. The results of the assessment can be taken into consideration by the employee's direct supervisor in determining the assignment.
- 2) To increase job satisfaction and organizational commitment, organizations are advised to pay attention to real opportunities for employees to improve professional skills and knowledge. Organizations can strive to collect information about employee skill needs, as well as organize seminars and workshops according to their needs by also paying attention to current needs. Besides that, the Transportation Agency of DKI Jakarta Provincial Government also needs to pay attention to the skills and knowledge obtained by employees throughout working. Therefore, employee superiors must support the improvement of employee proficiency through increasing assignment standards. In another sense, the tasks assigned to employees should be varied and level of the difficulty should be increased gradually.

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