

**THE EFFECT OF CAREER DEVELOPMENT ON EMPLOYEE ENGAGEMENT WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE AT PT. BANK ACEH SYARIAH HEAD OFFICE**

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**ABSTRACT**

This study aims to examine how career development can affect employee engagement mediated by organizational commitment to employees of PT. Bank Aceh Syariah Head Office (Bank Aceh KPO). The survey was conducted to collect data by distributing questionnaires to a sample of 195 respondents who are employees of Bank Aceh KPO. The analysis method used Structural Equation Modeling (SEM). The result proves that career development affects organizational commitment, organizational commitment affects employee engagement, career development affects employee engagement, and career development affects employee engagement through organizational commitment. The model test also proves that organizational commitment is a variable that functions as a partial mediator. It becomes clear that the model of increasing employee engagement at Bank Aceh KPO is a function of better career development, and stronger organizational commitment.

**Keyword:** Career Development, Organizational Commitment, and Employee Engagement.

**1. INTRODUCTION**

In the development of the global economy, all companies are required to be able to compete with their competitors to achieve success. To make this happen, the company must fix its internals which is a fundamental factor in achieving the various goals that have been set (Bappenas, 2014). One of these important factors is the employee's attachment to the company where he works. Employee engagement is a condition that is formed where employees feel they have a good bond with their work environment so that they work enthusiastically and voluntarily give their best contribution. One form of support for employee engagement with the company is by establishing a status that can promise the sustainability of employees (Andrew and Sofian, 2013).

Catteeuw et.al, (2016) provides a view of employee engagement, which is important in ensuring long-term growth and profit in an increasingly tight business environment. According to Paul et.al, (2016) Employee engagement is defined as the attitudes and behavior of employees at work through full self-expression physically, cognitively, affectively, and emotionally. Employees find purpose in their work and have pride in being members of the organizations where they work to fulfill the organization's vision and goals.

PT. Bank Aceh Syariah is a company engaged in banking in Aceh Province, consistently strives to improve the quality of the implementation of Good Corporate Governance (GCG) by optimizing the risk management system and bank compliance, as well as improving the quality of

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risk-based audits in the implementation of internal control at all levels of the organization. . This is in line with the Aceh Governance Law (UUPA) No. 11 of 2006 especially in terms of improving the regional economy, PT. Bank Aceh Syariah always encourages economic empowerment which can have a positive double effect on Aceh's economic growth.

PT. Bank Aceh Syariah continues to refine the ideal operational foundation through a revision of a stronger vision and mission, as well as a focus on long-term goals and aspirations that are more accommodating to all stakeholders, as stated in the Corporate Plan. Adjustment of the ideal foundation begins with the commitment of all organizational resources to make it happen as soon as it is developed. This includes all elements, both the company and employees as the main workers.

Based on the findings of the initial research conducted by the authors, it was found that the perception of employee attachment to PT. Bank Aceh Syariah Head Office (Bank Aceh KPO) is still not good. This condition is not much different from the results of employees' perceptions of career development. This is due to the lack of opportunities for employees to develop in terms of skills and techniques and the lack of physical resources that support employees while working as well as the concern of direct supervisors and information about various promotional opportunities is still very low and not good.

In today's competitive world of work, career development not only has a positive impact on employees but also has an impact on the development of the company. The existence of support from the organization in the form of career development for each high-performing employee is a good asset for the company to open competence among employees to be as productive as possible at work and lead to an increase in overall company performance (Robbins & Judge, 2017); (Adekola, 2011).

The results of the initial survey regarding organizational commitment at Bank Aceh KPO show that it is good. (Luthans, Luthans, & Luthans, 2021) states that organizational commitment is an attitude that reflects employee loyalty to the organization that takes place continuously where every employee shows his concern for the success and progress of the organization in which they work.

Research on the variables of employee engagement, career development, and organizational commitment has been studied in various studies, but these variables have never been studied in the same study (Wulandari & Yuniawan, 2017); (Rashid, Asad, & Ashraf, 2011); (Whittington & Galpin, 2010); (Bonaldy, Minarsih, & Warso, 2016). The author's organizational commitment is included in the research between the effect of career development on employee engagement to fill the gap between the two because several studies conclude that career development does not always have a positive and significant influence but also vice versa.

Likewise, the organizational commitment that acts as a mediator is not always proven to mediate but there are also studies involving organizational commitment that does not mediate, so from previous research, it can be concluded that there is a research gap. Thus, the selection of the organizational commitment variable as the intervening variable for the relationship between career development and employee engagement was carried out to prove whether or not the mediation effect existed. This indicates the novelty of this research compared to previous studies.

To answer the various phenomena that occur in the internal Bank Aceh KPO and bridge the gap found in previous studies, the researchers are interested in researching further about "The Effect of Career Development on Employee Engagement with Organizational Commitment as an

Intervening Variable at Bank Aceh KPO.

## **2.LITERATURE REVIEW**

### **Employee Engagement**

Employee engagement is a condition where employees are willing to work and be active directly at work and mobilize their potential or expertise in their work (Brunetto, Teo, Shacklock, & Farr-Wharton, 2012). Another understanding presented by (Ravichandran, Arasu, & Kumar, 2011) regarding employee engagement refers to the extent to which people are actively interested in their work psychologically and identify with their work, and recognize that job success is very important for employee self-esteem.

According to (Sarangi & Vats, 2015) employee engagement is a positive attitude that employees have towards the values and goals of the organization leading to the awareness that employees have of the company's goals and willingness to work with colleagues to show performance in their work and fulfill company goals. In other words, employees will contribute more and have high loyalty thereby reducing the desire to leave the company voluntarily (Macey & Schneider, 2008).

From some of the opinions above it can be concluded, employee engagement is a condition where employees have a sense of ownership of the job or company where they work so that they make maximum efforts in achieving the expected performance of the company.

### **Organizational Commitment**

Organizational commitment is a strong hope to always be a member of an organization, or a strong will to be as desired by the organization so that it is still in the organization (Thomas, 2007). In line with that, (Mathis & Jackson, 2019) state that organizational commitment can be defined as the attitude of employees who are confident in realizing organizational goals and want to continue with the organization as long as they work.

Commitment is the behavior of self-willingness to be consistent with the vision and mission as well as the desire to fight for every effort in doing their work. According to (Rizqina, Adam, & Chan, 2017) employee commitment does not necessarily appear at work, but there is a close relationship between workplace culture and employee commitment. On the other hand, commitment is considered as a form of a tendency to be bound in a consistent line of activities because of the costs of carrying out other activities (stopping work) (Ioannidou, Karagiorgos, & Alexandris, 2016).

Based on various expert opinions regarding organizational commitment, it is concluded that organizational commitment includes elements of loyalty to the organization, involvement in work, and identification of the values and goals of the organization. Lack of commitment to employees reflects the lack of responsibility that employees have when they do their work. Commitment to the organization is not only a formality from the membership side which includes an attitude of liking the organization and being willing to make every effort at a high level for the benefit of the organization and achieving predetermined organizational goals.

### **Career Development**

(Robbins & Judge, 2017) states that career development is an effort to convince companies to find the talents and abilities of their employees so that they are worthy of being in their previous

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position. The management and career development will always increase the effectiveness and creativity of human resources to help the company to achieve its goals. Career development is the level that every employee in an organization expects. On the other hand, career development is the action of an employee in achieving his career plan which is supported by the company, manager, and other parties (Angraini, 2016).

According to (Kaya & Ceylan, 2014), career development is an employee activity to plan future careers so that the company and the employees concerned can develop themselves to the fullest. (Kayalar & Özmutaf, 2009) state that the career development of every employee in a company will expect reciprocity for the sacrifices or performances that have been made by workers. One of the desired reciprocity is the fulfillment of expectations to achieve a higher or better position or position than the previous position or position.

### **Research Hypothesis**

(Schutte & Barkhuizen, 2016) in their research conclude that there is a significant positive relationship between the influence of talent management, career development, and service quality orientation on organizational commitment in higher education institutions in South Africa. In line with that, the results of research by (Aktar & Pangil, 2017) conclude that organizational practices, job characteristics, career development, and employee engagement affect organizational commitment.

H1: Career development affects organizational commitment.

(Mandriasih & Iqbal, 2019) in their research conclude that career development and planning, as well as organizational commitment, have a positive and significant effect on employee engagement. The results of this study are following the study of (Wulandari & Yuniawan, 2017) which concludes that there is a relationship between organizational support, career development, and organizational commitment to employee engagement.

H2: Organizational commitment affects employee engagement.

(Sumadhinata & Murtisari, 2017) through their research state that with good career development in an organization, the employee engagement of the organization will also be good. The same thing was also concluded by (Bedarkar, Pandita, Agarwal, & Saini, 2016) through his research which concluded that leadership, training, career development, work-life balance, and communication greatly affect employee engagement.

H3: Career development affects employee engagement.

(Bonaldy et al., 2016) their study stated that carrier development and organizational communication affect employee engagement positively and significantly. Corporate commitment and incentives have been proven to positively and significantly mediate the relationship between carrier development and organizational communication on employee engagement.



**Figure 1. Research Model**

(Juwita, 2020) through his research concludes that career development affects employee performance and employee engagement positively and significantly. In addition, organizational commitment can mediate the effect of career development on employee performance and employee engagement partially.

H4: Career development affects employee engagement through organizational commitment

**3. METHOD**

The research object is career development, organizational commitment, and employee engagement. The population was all employees of Bank Aceh KPO, totaling 228 people. Sample determined using a formula according to (Sekaran & Bougie, 2016) which is 5 times for each indicator of each variable. Because the number of indicators in this study amounted to 39, the number of samples to be used was 195 respondents. The data and information collection technique used in this study was a questionnaire (questionnaire). The use of a Likert scale (1-5) aims to identify the level of agreement of the sample with each statement related to the indicator in each of the variables studied. Furthermore, statistical data analysis was carried out using SEM (Structural Equation Modeling) thru AMOS software.

In this study the measurement of career development variables (exogenous variable) using 5 indicators based on (Siagian, 2012) and organizational commitment variable (intervening variable) using 12 indicators based on (Meyer & Allen, 2004) and employee engagement variable (endogenous variable) using 10 indicators based on (Pandey & David, 2013).

**4. RESULT**

**Respondent Characteristics**

**Table 1. Respondent Characteristics**

<b>Characteristics of Respondents</b>	<b>Amount (n)</b>	<b>Percentage (%)</b>
<b>Gender</b>		
Man	109	55.9
Woman	86	44.1
<b>Age</b>		
<20 Years	3	1.5
20-29 Years	120	61.5
30-39 Years	54	27.7
>39 Years	18	6.3
<b>Marital status</b>		
Not married yet	86	44.1
Marry	109	55.9
<b>Last education</b>		
Senior High School	4	2.1
Diploma 3	56	28.7
Undergraduate	133	68.2
Postgraduate	2	1
<b>Incentive</b>		
≤ Rp. 3.000.000	90	46.2
> Rp. 3.000.000	105	53.8

Based on the results in table 1, shows that male respondents were 109 people (55.9%) and female respondents were 86 people (44.1%). From the respondent's age category, the age range of 20-29 years dominated with a total of 120 people (61.5%), while the least was the age category under 20 years as many as 3 people (1.5%). Furthermore, based on the marital status of employees of PT. Bank Syariah Aceh Head Office found that there were 86 people (44.1%) were unmarried and 109 employees (55.9%) were married. Meanwhile, based on the education level, it is dominated by the education category at the Bachelor level (S1) as many as 133 employees (68.2%). While the category of income level, as many as 90 employees of PT. Bank Aceh Syariah Operational Head Office (KPO) has an income of IDR 3,000,000 (46.15%), and most of the others, namely 105 employees, have an income of > IDR 3,000,000 (53.85%)

**Validity and Reliability Test**

**CFA Test**

For the first, data were processed using the confirmatory factor analysis (CFA) technique that is shown in the following figure:



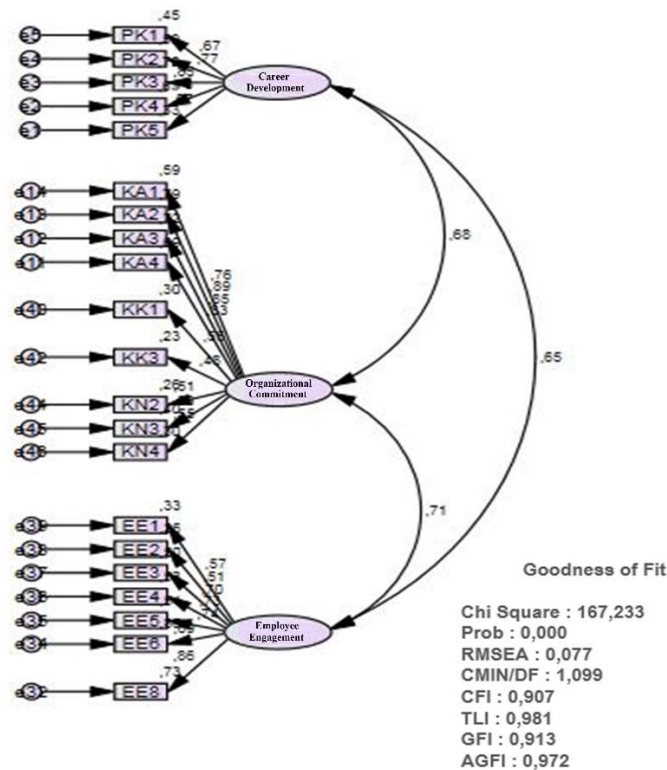


Figure 2. CFA test

From the results, it shows that the Chi-square value = 167.233; RMSEA = 0.077; CMIN/DF = 1.099; CFI = 0.907; TLI = 0.981; GFI = 0.982 and AGFI = 0.972. These results mean that all criteria have been met as a good criterion (fit) and all indicators are worth > 0.5 (Hair, Hult, Ringle, & Sarstedt, 2016). Thus all indicators are declared valid.

The reliability test result is shown in table 2 below:

Table 2. Reliability Test

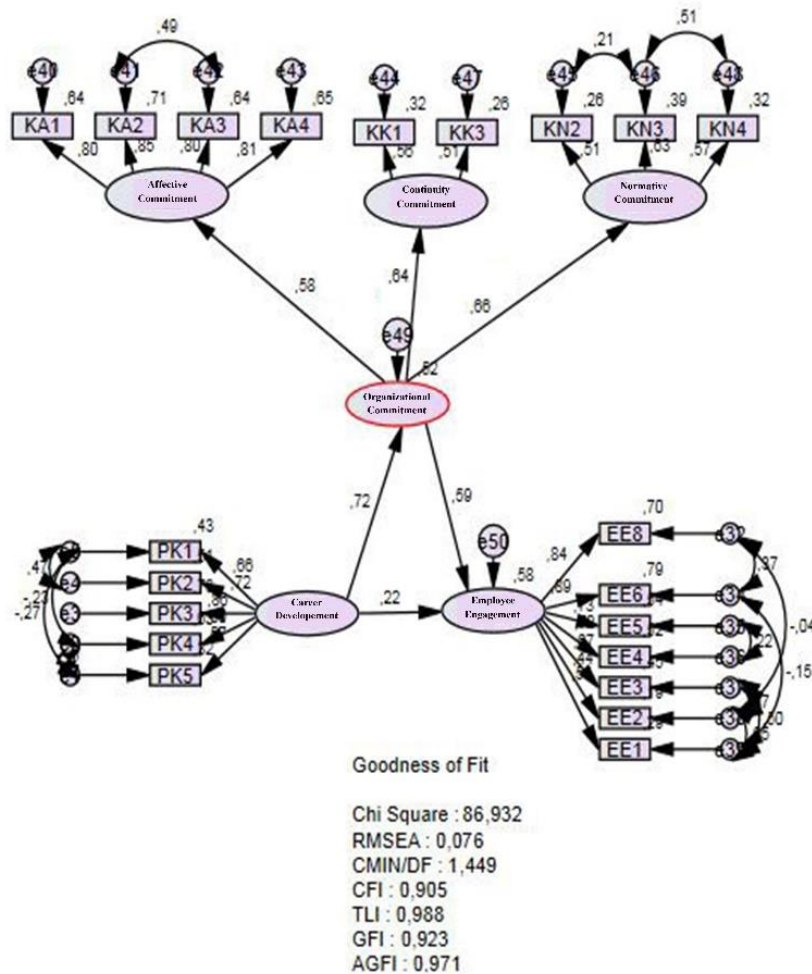
No.	Variable	Variable Items	Alpha Value	Information
1.	Career development (X)	5	0.847	Reliable
2.	Employee Engagement (Y)	10	0.816	Reliable
3.	Affective Commitment (Z <sub>1</sub> )	5	0.860	Reliable
4.	Continuity Commitment (Z <sub>2</sub> )	3	0.784	Reliable
5.	Normative Commitment (Z <sub>3</sub> )	4	0.712	Reliable

Table 2 reveals that the alpha value for each respondent's perception variable is Career Development (X) obtained an alpha value of 0.847, Employee Engagement (Y) has a value of = 0.816, Affective Commitment (Z<sub>1</sub>) has a value of = 0.860, Commitment Continuity (Z<sub>2</sub>) has a

value of = 0.784, and Normative Commitment (Z3) has a value of = 0.712. The reliability test shows that all indicators of each construct show a higher level of reliability than the minimum value required by Cronbach Alpha, namely the value of > 0.60.

**Structural Model Analysis**

Furthermore, data were processed in structural model technique is shown in Figure 3 below:



**Figure 3** Full Model Structure

The structural model in Figure 3 shows the GoF test that is summarized as in table 3 below



**Table 3 Test of Good Of Fit Full Model**

Fit Model	Result	Cut Off Value	Conclusion
Chi-Square	86.932	< 240.995	Good
RMSEA	0.076	≤ 0.08	Good
GFI	0.923	≥ 0.90	Good
AGFI	0.971	≥ 0.90	Good
CMIN/DF	1.449	≤ 2.00	Good
TLI	0.988	≥ 0.90	Good
CFI	0.905	≥ 0.90	Good

From table 3 above, it concludes that overall the Model is acceptable because overall the numbers have followed the GoF criteria (Hair et al., 2016).

**Hypothesis test**

Direct Effect

The direct influence test results are shown as follows:

**Table 4 Test of Direct Effect**

			Beta	S.E.	C..R	P
Organizational commitment	←	Career development	.724	.108	6.254	***
Employee Engagement	←	Organizational Commitment	.594	.143	5.433	***
Employee Engagement	←	Career development	.218	.124	2.156	.031

Table 4 can further be formulated in the form of the following equation:  
 Organizational Commitment = 0.724 Career Development and Employee Engagement = 0.590  
 Organizational Commitment + 0.218 Career Development.

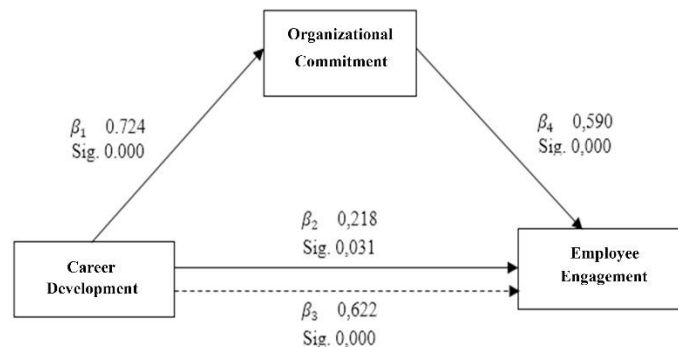
Career development effect on organizational commitment test produces CR (critical ratio) value of 6.254 with significance (P) 0.000. These results mean that career development affects organizational commitment. The result also shows the coefficient of this hypothesis model is 0.724 or 72.4%. This value states that better career development will result in a stronger commitment.

Organizational commitment effect on employee engagement produces CR 5.433 with P 0.000. These results explain that organizational commitment affects employee engagement. The result also shows the coefficient of this hypothesis model is 0.59 or 59%. This implies that the stronger organizational commitment, the stronger the employee engagement.

Career development effect on employee engagement produces CR 2.156 with P 0.031. These results reveal that career development affects employee engagement. The result also shows the coefficient of this hypothesis model is 0.218 or 21.8%. This shows that the better the career development of an employee, the greater the employee's attachment to the company.

Indirect Effect Test

The results of testing the indirect influence hypothesis are provided in the following figure.



**Figure 4.** Mediation Effect of Organizational Commitment on Career Development Effect toward Employee Engagement

Based on Figure 4, it is found that the coefficient of Career Development and Organizational Commitment is 0.724; while the coefficient of Organizational Commitment to Employee Engagement is 0.590. Furthermore, the coefficient of Career Development and Employee Engagement is 0.218. Because the direct effect of Career Development on Employee Engagement is significant, the effect of Career Development on Organizational Commitment is also significant and the effect of Organizational Commitment on Employee Engagement is significant at 5% level, it reveals that Organizational Commitment acts as a mediating variable between Effect of Career Development on Employee Engagement.

Because  $\beta_3$  is positive, then according to the mediation rules proposed by (Baron & Kenny, 1986) the mediating role played by Organizational Commitment in this study is partially mediated.

## 5. DISCUSSION

### Career Development Effect on Organizational Commitment

The results showed that Career Development affected Organizational Commitment. The result also shows the coefficient of this hypothesis model is 0.724 or 72.4%. This explains that the better Career Development, the stronger Organizational Commitment.

Career development provided will stimulate employees to contribute as best they can to support their future careers. This is due to the attention of the organization in the form of fair treatment in a career, the concern of superiors, the open access to information about promotional opportunities so that which creates a strong desire to continue with the organization which leads to the formation of organizational commitment of employees.

The relationship that can be formed between career development variables and organizational commitment variables is also explained from the results of studies conducted by (Younis, Akram, & Naseeb, 2013) and (Agba, Ogaboh, Nkpoyen, & Ushie, 2010) concludes that there is a significant influence of career development and organizational commitment.

### Organizational Commitment Effect on Employee Engagement

The results showed that organizational commitment affected employee engagement. The result also shows the coefficient of this hypothesis model is 0.59 or 59%. This indicates that the higher the level of organizational commitment will increase employee engagement. (Mandriasih

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& Iqbal, 2019) with their research conclude that career development and planning, as well as organizational commitment, have a significant influence on employee engagement

#### Career Development Effect on Employee Engagement

The result figures that career development affects employee engagement. The result also shows the coefficient of this hypothesis model is 0.218 or 21.8%. These results conclude that the better career development, the stronger employee engagement.

This conclusion is in line with research by (Sumadhinata & Murtisari, 2017) which proves through their research that the better the career development of employees in an organization, the higher the level of employee engagement in the organization. The same thing was also concluded by (Bedarkar et al., 2016) through their research which concluded that leadership, training, career development, work-life balance, and communication greatly affect employee engagement.

#### Organizational Commitment Mediates the Career Development Effect on Employee Engagement

The coefficient value of career development effect on organizational commitment = 0.724; while the coefficient of Organizational Commitment effect on Employee Engagement = 0.590, and the coefficient of career development effect on employee engagement = 0.218. Because the direct influence of career development effect on employee engagement is significant, the career development effect on organizational commitment is significant, and the organizational commitment effect on employee engagement is also significant, it reveals that organizational commitment acts as a mediating variable of the influence between development career to employee engagement. The coefficient  $\beta_3$  is positive, so according to the mediation rules proposed by (Baron & Kenny, 1986), the mediation role played by Organizational Commitment in this study is partially mediated.

The statement above is in line with the results of the research proposed by (Bonaldy et al., 2016), company commitment and the provision of incentives are proven to mediate the relationship between career development and organizational communication on employee engagement. In addition, (Juwita, 2020) in his research states that organizational commitment is a partial mediating variable between the career development effect on employee performance and employee engagement.

## **6. CONCLUSION**

The result proves that Career development affects organizational commitment, Organizational commitment affects employee engagement, Career development affects employee engagement, and Career development affects employee engagement through organizational commitment. The model test also proves that organizational commitment is a variable that functions as a partial mediator. It becomes clear that the model of increasing employee engagement at Bank Aceh KPO is a function of better career development, and stronger commitment. This is proven academically and can be a reference for further researchers by combining it with other variables.

Practically, some of the results of this study map recommendation for research subjects, namely Bank Aceh KPO. This research implies that the management of Bank Aceh KPO can provide fair treatment in the career development of its employees and the involvement of direct superiors in career planning so that employees can plan steps to fulfill them and in the end will

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have a positive impact in terms of promotions provided by the company.

The management of Bank Aceh KPO should also provide more vigorous promotion opportunities to stimulate employees to increase their productivity at work in addition to responding to the company's challenges in the future to compete with various other sharia banking competitors in Aceh. A high sense of responsibility towards work is an added value that must be maintained and maximized by Bank Aceh KPO and provide opportunities for employees to develop their skills and techniques. These advantages must be increased and maximized so that employees can meet the company's high expectations for its employees.

To continue to increase the involvement of its employees, the Bank Aceh KPO should schedule promotional programs that are transparently known to all employees with the terms and criteria that must be met by every employee who wants to get them. Furthermore, looking for the best solution to anticipate the slow ability of employees in terms of acceleration in a work environment that requires high speed and accuracy in responding to various challenges.

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