

ORGANIZATIONAL AND INDIVIDUAL CAREER MANAGEMENT ON EMPLOYEE PERFORMANCE THROUGH AFFECTIVE COMMITMENT

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Abstract: This study aims to investigate the effect of organizational and individual career management on employee performance through affective commitment (a case study at Indonesian Post Office of Boyolali Branch). The research subject was employee performance. Including the type of quantitative research. The research sample was 62 employees of Indonesian Post Office of Boyolali Branch using a convenience sampling technique. Data were analyzed using the SmartPLS analysis technique. The results indicate that organizational career management has a significant positive effect on affective commitment, with a t-statistic value of 2.041. Then individual career management with a value of 0.886 has no significant effect on affective commitment. Organizational career management has no significant effect on employee performance with a value of 0.425. Individual career management also has an insignificant effect on employee performance with a value of 0.685. Affective commitment involvement has a significant effect on employee performance with a value of 2.168. The role of mediating affective commitment to the influence of organizational career management on employee performance is not mediating. Likewise in individual career management of employee performance through the value of affective commitment is not mediating

Keywords: *Management Career Organizational, Management Career Individual, Commitment Affective, and Employee Performance.*

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1. Introduction

The rapid development of technology and globalization has had an impact on all sectors. Change has forced organizations to be able to compete with competitors. According to Sukma (2017) the success or failure of an organization depends on resource factors. Therefore, an organization's competitive advantage will be realized if it is supported by good resources within the framework of a resource management system that is strategic, integrated, interconnected and unity. Human Resource Management (HRM) is a vital element of the management function. If human resources are not managed properly and correctly, it will impact on productivity. So that good human resource planning must have a relationship between company strategy and HRM policies (Hermina and Yosepha 2019).

Resource planning must ensure that the company is always consistent with its strategic direction and objectives. By developing human resources effectively, this hopes that the company will have a continuously increasing level of productivity, market value and high profit growth (Yosepa, Samsudin, and Ramdan 2020). This is especially relevant when resource management experiences a decline resulting in a weakening of the company's growth and competitiveness. Thus, it requires managers to be able to retain high quality employees with good moral qualifications, motivation and performance (Chordiya, Sabharwal, and Goodman 2017). The main problem is how managers are able to develop their skills to make employees have an affective level of commitment in their careers, so that they can help achieve the company's strategic goals.

In a research by I. shinta Dewi, Purwati, and Herlina (2020), they argue that organizational and individual career management have a close relationship, which leads to complementarity in career management activities. Both are intended to help the career development of employees within the company. This career development is the company's responsibility in preparing employees with certain qualifications and experience, so that when the company needs them, employees already have qualified qualifications (Massie, Tewal, and Sendow 2015). This practice is considered to increase the effectiveness of employee careers in the company.

Organizational and individual career management are considered as important for career success, with the concept supporting the ability of employees to achieve career advancement whether they will have a career in one organization or move in another organization (C. Yu 2017). However, the problem of career management needs to be studied further to find out the factors that hinder career growth itself. This can help managers design appropriate career management programs and help employees achieve their career goals. An understanding of these two career management concepts gives companies the ability to formulate superior and competitive corporate results (Thaller and Feldbauer-durstm 2023; Wesarat, Sharif, and Majid 2014).

Furthermore, Hobfoll et.al., (2018) argues that career transitions can help employees achieve their career goals through the accumulation of resources. Career success has become an important research topic in the career field, given its importance to employees and organizations (Abele and Spurk 2009; Fridayanti, Sholihah, and Abdulrahman 2022). Career success is generally divided into two; objective and subjective career success. Measures of subjective career success are salary and promotion, while subjective career measure is career satisfaction. To consider career renewal as a growth opportunity personally throughout his career, address identity questions, and proactively manage his career. Then, organizations can support the career development of their employees in several ways, through providing flexible employment opportunities, expanding reward systems according to changing employee needs, increasing potential according to the strengths of a diverse age workforce, preventing age stereotypes and discrimination, and promoting generative opportunities. among its employees (Nagy, Froidevaux, and Hirschi 2019). Employee career progress can also be affected by strong commitment. Employee affective commitment is an important benchmark for the dedication and contribution of employees to the company. Affective commitment is an important variable, considering that this commitment is a long-term emotional bond for employees and their company, influenced by perceptions of the extent to which the company supports its employees, so that it becomes very valuable and becomes an investment in developing the company further (Han et al. 2012). Affective or emotional

attachment to the organization is proven to be an important essence in building commitment to the organization (Nkhukhu-Orlando et al. 2019).

Therefore, affective commitment is necessary to improve employee performance in facing increasingly dynamic changes in globalization. Considering that the current flow of globalization has resulted in various changes that require workers to master new technologies, more efficient working hours, changes in performance demands and changes in work regulations which can lead to situations of pressure on the workforce concerned (Bianca, Katili, and Anggraeni 2014).

Table 1.
Indonesian Post Office (Persero), Comprehensive Profit/Loss Statement for the Years Ended 31 December 2014 - 31 October 2017

Descrip tion	Period 01.01.2014 s.d. 31 .12.2014 (Rp)	Period 01.01.2015 s.d. 31 .12.2015 (Rp)	Period 01.01.2016 s.d. 31 .12.2016 (Rp)	Period 01.01.2017 s.d. 31 .10.2017 (Rp)
Net income	4,026,548,732	3,887,533,412	4,028,506,115	4,447,492,894

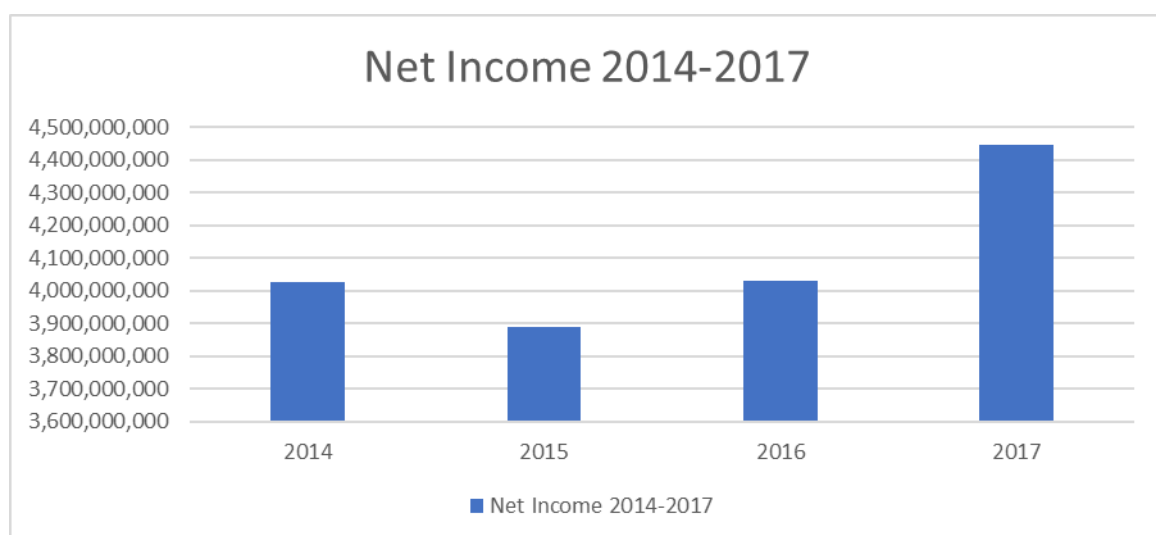


Figure .1. Net Income of Indonesian Post Office of Boyolali Branch

The data above is the income of Indonesian Post Office (Persero) of Boyolali Branch which shows income in the period from 2014 to 2017, where the company's profits increased in 2017 even though in 2015 it experienced a fairly deep decline. To support competition with competitors, companies must have their own advantages in managing the company, for example improving the quality of employee performance so that they are more enthusiastic and responsible in working to achieve the company's vision and mission targets.

Several career management research has been carried out, such as the researchs by (Ahmed et al. 2015; Arifin, Arifin, and Haryono 2013; Bambacas 2010; I. shinta Dewi, Purwati, and Herlina 2020; Srilaksono and Haryono 2014) explaining that organizational and individual career management have a significant positive effect on employee affective commitment. In contrast to the research by Sturges, Guest, and Mac Davey, (2000) stating that individual career management has little effect on affective commitment. Then in the

research of Pathan, Natsir, and Adda, (2016) dan Tree and Suryoko, (2016) that affective commitment has a positive effect on employee performance.

Based on the table 1 and research differences above, it is crucial to review and attempt to provide a new theory in the relationship between organizational and individual career management on employee performance through affective commitment, affective commitment as an intervening variable on employee performance in the company. The analysis is carried out at Indonesian Post Office of Boyolali Branch

2. Literature Reviews

2.1. Organizational Career Management

Organizational career management according to Sturges et.al., (2002) is often classified as a formal activity compared to informal activities; formal activities such as training to assist career development, personal development planning, and employee ideas that are accepted by the organization. Because career development in an organization (promoting career goals, fair career development, fast promotions, salary increases) can affect employee performance engagement (Tikson et al. 2021; M. C. Yu and Lee 2015). This is in line with Agustin, (2014) that management and career development within companies can increase employee effectiveness and creativity, foster strong engagement, increase productivity and help organizations achieve their goals.

Improving organizational productivity and effectiveness has a major impact on an organization's ability to make quality decisions by changing its structure, culture, tasks, technology, and human resources. Poluakan, (2016) argues that managers perhaps have to learn a lot about the importance of emphasizing organizational experience from an early age, including the need for training and development to increase the emotional involvement of their employees at work (Yu and Lee, (2015). Bagdadli and Gianecchini, (2019) identify and include it in framework, the factors can affect the relationship between organizational career management and employee career success. This effort can guide managers in identifying effective career development practices within the organization specifically.

2.2. Individual Career Management

Individual career management is a growing trend, pushing employees to take responsibility for their own career development (Ahmed et al. 2015; Orpen 1994). Individual career management is defined by employees by collecting information to be analyzed in order to achieve these career goals and the careers offered by the company. In other words, personal efforts are started and carried out by employees to perceive themselves positively in career development which can improve the quality of their work, affect work productivity, feel happy with their career achievements, and have increased skills in career development (Pradana 2010).

This is done by seeking information about one's self, networking, and receiving awards for successfully completing his work (Sturges et.al., 2002). The individual career management process consists of gathering career information to develop awareness and insight into employee qualities and job opportunities to make career decisions within a company (Kossek et al. 1998). Yu and Lee, (2015) argue that career opportunities are when employees find ways to excel and gain rewards through development, learning and commitment to the company. Employee involvement when companies design career plans and offer opportunities affecting their performance (Kossek et al. 1998). The lowest level of employee commitment is when employees and the organization experience obstacles in their

career advancement, this occurs when loyalty to the company is unstable, and affective commitment is high when individual career development is successful (M. C. Yu and Lee 2015).

2.3. Affective Commitment

Sukanto et.al., (2013) claim that affective commitment is employee emotional attachment, employee identity, and employee participation in the company. Allen and Meyer, (1990) state that the strongest source of affective commitment is work experience, especially the psychological needs of employees to feel comfortable in the organization and able to do work according to their role. Affective bond with the organization represents an emotional involvement, identification, and value conformity with the organization (Nkhukhu Orlando et.al., 2019). On the other hand, research by Kusumastuti and Nurtjahjanti, (2013) and Mercurio (2015) suggests that affective commitment, which is expressed through emotional attachment to the organization, identification of organizational values and goals, and involvement with the organization, contributes to the survival of the organization in terms of its career intention. Li, Duverger, and Yu (2018) measure pleasure from spending the rest of the career with the organization, feeling that the organization's problems are employees too, a strong sense of belonging to the organization, feeling emotionally attached to the organization, feeling part of the organization and the importance of the organization to employee.

2.4. Employee performance

Hermina and Yosepha, (2019) argue that employee performance is the quality and quantity of work achieved by an employee in carrying out his functions in accordance with the responsibilities given to him. Massie, Tewal, and Sendow, (2015) describe the performance of people in organizations who carry out activities, programs and policies to achieve the predetermined vision, mission and organizational goals. In line with Wulandari and Putriyanti (2020) performance is measured from two aspects, encompass the behavioral aspect and the results aspect. Behavior refers to aspects of what a person does in a work situation. The behavioral aspect refers to what a person does in a work situation which includes behavior that is relevant to organizational goals. The outcome aspect refers to the consequences or outcomes of individual behavior. Performance is defined as the level at which a person executes his role with reference to the standards set by the organization.

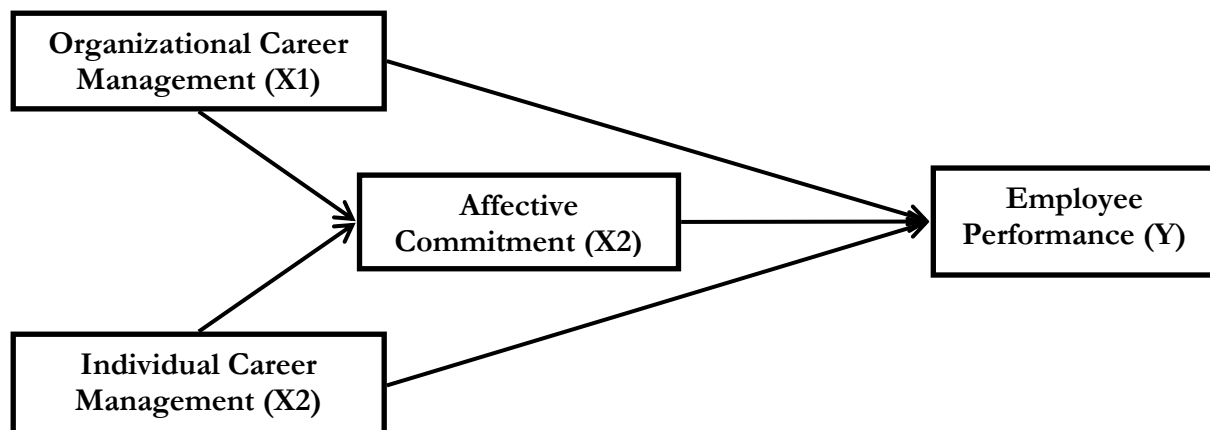


Figure 2. Model Framework

Hypothesis Development

H1 :Organizational career management affects on affective commitment

H2 :Organizational career management affects on employee performance

H3 :Individual career management affects on affective commitment

H4 :Individual career management affects on employee performance

H5: Affective commitment affects on employee performance

H6: Organizational career management affects on employee performance through affective commitment

H7: Individual career management affects on employee performance through affective commitment

3. Research Method

3.1. Population and Sample

The population was 72 employees working at the Indonesian Post Office of Boyolali branch, but 62 respondents filled out the questionnaire in this study. Thus, the samples used in the study was 62 respondents. The sampling technique used convenience sampling. By providing equal opportunities to all members of the population to be sampled in research (Sugiyono 2013).

3.2. Operational Definition of Research Variables

Organizational career management according to Orpen, (1994) is a policy or rule established and developed by a company to improve the career effectiveness of its employees. Organizations do various things to support the career development of their employees, including: providing training and development opportunities, establishing mentoring programs, and implementing employee career development plans (Sturges, Guest, and Mac Davey, 2000). Affective commitment is part of organizational commitment which refers to the emotional side attached to an employee related to his involvement in the organization (Han et al. 2012). Dewi and Utama, (2016); Wulandari and Putriyanti (2020) argue that performance is the result of work produced both in terms of quality and quantity of work, and can be accounted for according to their role in the organization or company, and accompanied by abilities, skills and skills in complete the work within a certain time.

3.3. Analysis Techniques

This research used Partial Least Squares (PLS) analysis. It is a multivariate statistical technique by making comparisons between several dependent variables and several independent variables. The research analysis step is the relationship between variables, path analysis and evaluation of the PLS model. The PLS evaluation model is based on non-parametric predictive measurements. Therefore, it is done by assessing the outer model and inner model.

4. Results and Discussion

4.1. Results

Testing and Data Analysis Results

Partial Least Square Analysis (PLS) is an analytical method that is soft modeling because it is not based on the assumption that the data must be with a measurement scale, data distribution and a certain number of samples are below 100 samples (Ghozali and Latan,

2014). Measurement models are used to test validity and reliability tests, while structural models are used to test hypotheses with predictive models. These stages are as follows:

Testing the Measurement Model (Outer Model)

Outer model, is a model to measure how each indicator relates to its latent variable. According to (Ghozali and Latan, 2014), the validity of the weakest loading factor of 0.5 is still acceptable. To see the outer loadings of indicators that measure constructs, shown in the following figure:

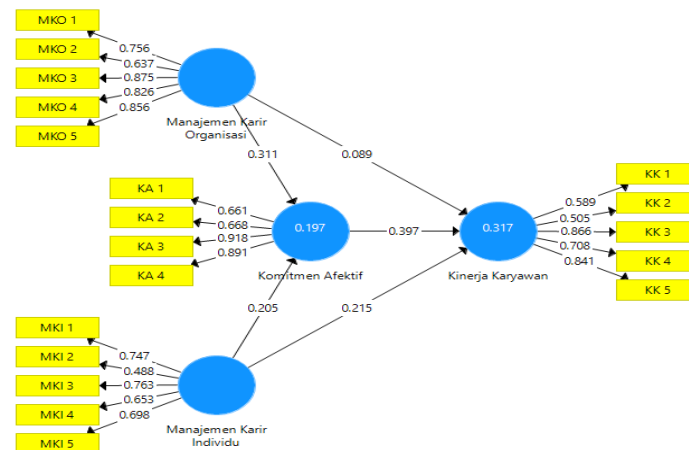


Figure 3. Measurement Model (Outer Model)

There are criteria for data analysis techniques with SmartPLS in assessing the outer model, encompassing Convergent validity, Discriminant Validity, Average Variance Extracted (AVE) and Composite Reliability.

Convergent validity

Convergent validity is a measurement model with reflexive indicators assessed based on the correlation between the component score estimated and SmartPLS. The reflexive measure is considered to be high if it correlates >0.70 with the construct being measured. In the loading factor above, there are invalid indicators because the loading factor is <0.5 . namely MKI 2, so that the indicator is removed from the model. Removal of indicators will be followed by re-estimation. If the validity test with outer loading has been fulfilled, then it can be tested further. The results of the re-estimation are presented below:

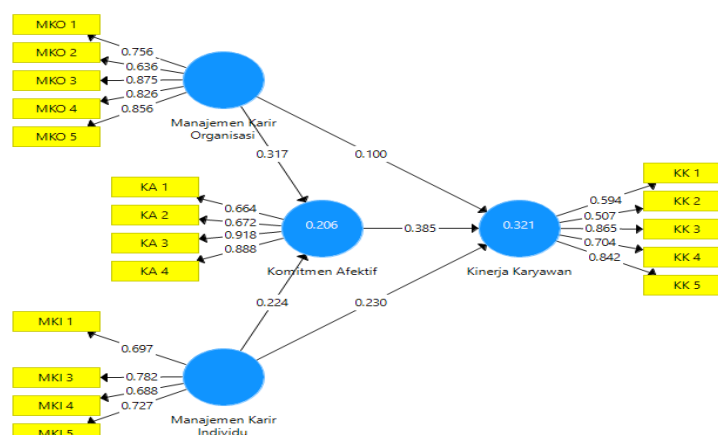


Figure 4. Measurement Model Re-estimation (Outer Model)

The re-estimation results show that all indicators have good validity with a loading factor

> 0.50. Then the measurement model can be tested further. The next convergent validity check is reliability. The level of reliability is measured by the composite reliability value and the Average Variance Extracted (AVE) value with a minimum value of 0.50.

Discriminant Validity

Table 2. Value of Discriminant Validity (Cross Loading)

	Employee Performance	Affective Commitment	Individual Career Management	Organizational Career Management
AC 1	0,155	0,664	0,077	0,243
AC 2	0,199	0,672	0,117	0,122
AC 3	0,504	0,918	0,381	0,450
AC 4	0,526	0,888	0,343	0,339
EP 1	0,594	0,179	0,156	0,012
EP 2	0,507	0,155	0,160	0,291
EP 3	0,865	0,493	0,316	0,303
EP 4	0,704	0,282	0,372	0,419
EP 5	0,842	0,516	0,348	0,163
ICM 1	0,099	0,350	0,697	0,579
ICM 3	0,426	0,364	0,782	0,231
ICM 4	0,304	0,048	0,688	0,155
ICM 5	0,232	0,111	0,727	0,185
OCM 1	0,225	0,207	0,255	0,756
OCM 2	0,301	0,214	0,350	0,636
OCM 3	0,303	0,450	0,356	0,875
OCM 4	0,321	0,353	0,327	0,826
OCM 5	0,190	0,300	0,233	0,856

Source: Data processing with PLS, 2023

It can be revealed about the loading factor value for each indicator, and variable has a value that is greater and smaller than the loading factor value of other constructs when it is associated with other variables. This means that each variable has poor discriminant validity because the correlation value of the indicator to the construct is lower than the correlation value of the other construct indicators. The criterion for the value of the loading factor is said to be good if the value is > 0.5.

Evaluating Composite Reliability

Table 3. Composite Reliability

Variables	Composite Reliability
Employee performance	0,835
Affective Commitment	0,870
Individual Career Management	0,815
Organizational Career Management	0,894

Source: Data processing with PLS, 2023

The value of *composite reliability* >0,70. This indicates that it has good reliability.

Evaluation of Average Variance Extracted (AVE)

Table 4. Average Variance Extracted (AVE) Value

Variabel	Average Variance Extracted (AVE)
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Employee performance	0,513
Affective Commitment	0,631
Individual Career Management	0,525
Organizational Career Management	0,631

Source: Data processing with PLS, 2023

The Average Variance Extracted (AVE) values for employee performance, affective commitment, individual career management, organizational career management are all > 0.5. So it can be concluded that all constructs have good validity.

Testing of the structural model (Inner Model)

Testing the inner model purposes to see the R-Square value of each endogenous variable as a structural model prediction. The structural model (inner model) is evaluated using the P-value to determine the significance of the structural path coefficient and the R-Square value which explains the effect of exogenous variables on endogenous variables whether they have a substantive effect. R-Square value include 0.67; 0.33; and 0.19, it can be concluded that the model is strong, moderate or sufficient and weak. To see whether or not there is an influence of the independent variable construct on the dependent variable, it is presented in the following figure:

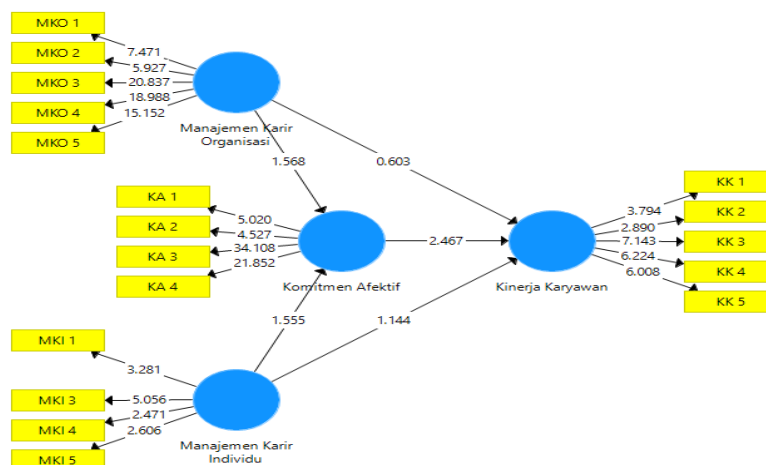


Figure 5. Struktural Model (Inner Model)

Significance evaluation of the path relationship to the research hypothesis

The results of the evaluation of the SmartPLS Bootstrapping structural model are presented in table 5.

Table 5. Path Coefficients

Correlation between variable dengan variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic ([O/STDEV])	P Values
AC>EP	0,385	0,394	0,156	2,467	0,014
ICM>EP	0,230	0,254	0,201	1,144	0,253
ICM>AC	0,224	0,257	0,144	1,555	0,121
OCM>EP	0,100	0,093	0,165	0,603	0,546
OCM>AC	0,317	0,328	0,202	1568	0,117

Source: Data processing with PLS, 2023

Evaluation of R square value

Based on the structural model testing, Table 6 is the result of R-Square estimation based on data processing using SmartPLS.

Table 6. Value of R-Square

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic ([O/STDEV])	P Values
Employee Performance	0,321	0,399	0,088	3,636	0,000
Affective Commitment	0,206	0,289	0,133	1,553	0,121

Source: Data processing with PLS, 2023

The results show that employee performance can be influenced by affective commitment by 32.1%. Meanwhile, 67.9% is influenced by other variables outside the research. Affective commitment variable is influenced by organizational career management and individual career management by 20.6%, while 79.4% is influenced by other variables outside the research.

Hypothesis Testing with PLS Analysis Bootstrapping

The results of the bootstrap test from Partial Least Squares (PLS) analysis are as follows:

a. The Effect of Organizational Career Management on Affective Commitment

Testing hypothesis 1 reveals the relationship between organizational career management variables and affective commitment with a path coefficient value of 0.317, meaning that if there is an increase in organizational career management by 1, effective commitment will increase by 0.317 assuming other variables are constant. The value of the T-statistic is 1.568 < T-table (1.960) (Hypothesis 1 is rejected). P-value (0.117) > 0.05 (not significant). This means that organizational career management has a negative and insignificant relationship to affective commitment, and is not in accordance with hypothesis 1. Therefore, hypothesis 1 is rejected.

b. The Effect of Individual Career Management on Affective Commitment

Testing hypothesis 2 shows the relationship between individual career management variables and affective commitment with a path coefficient value of 0.224, meaning that if there is an increase in individual career management by 1, then affective commitment will increase by 0.224, assuming the other variables are constant. The value of the T-statistic is 1.555 < T-table (1.960) (Hypothesis 2 is rejected). P-value (0.121) > 0.05 (not significant). This means that individual career management has a negative and insignificant relationship to affective commitment, and is not in accordance with hypothesis 2. Therefore, hypothesis 2 is rejected.

c. The Effect of Organizational Career Management on Employee Performance

Testing hypothesis 3 indicates the relationship between organizational career management variables on employee performance showing a path coefficient value of 0.100 meaning that if there is an increase in organizational career management by 1, employee performance will increase by 0.100, assuming the other variables are constant. The value of the T-statistic is 0.603 < T-table (1.960) (Hypothesis 3 is rejected). P-value (0.546) > 0.05 (insignificant). This means organizational career management has a negative and insignificant relationship to employee performance, and is not in accordance with hypothesis 3. Thus, hypothesis 3 is rejected.

d. The Effect of Individual Career Management on Employee Performance

Testing hypothesis 4 proves the relationship between individual career management and employee performance showing a path coefficient value of 0.230, meaning that if there is an increase in individual career management by 1, employee performance will increase by 0.230, assuming the other variables are constant. The value of the T-statistic is 1.144 < T-table (1.960) (Hypothesis 4 is rejected). P-value (0.253) > 0.05 (insignificant). This means that individual career management variables have a negative and insignificant relationship to employee performance, and are not in accordance with hypothesis 4. Thus, hypothesis 4 is rejected.

e. The Effect of Affective Commitment on Employee Performance

Testing hypothesis 5 shows the relationship between affective commitment and employee performance with a path coefficient value of 0.385, meaning that if there is an increase in affective commitment by 1, affective commitment will increase by 0.385 assuming other variables are constant. The value of the T-statistic is 2.467 > T-table (1.960) (Hypothesis 5 is accepted). P-value (0.014) < 0.05 (significant). This means that the affective commitment variable has a positive and significant relationship to employee performance, and is in accordance with hypothesis 5. So, it is accepted.

f. The Effect of Organizational Career Management on Employee Performance through Affective Commitment

The sixth hypothesis examines the indirect effect of organizational career management on employee performance through affective commitment. This is done first to determine the results of testing the effect of affective commitment on employee performance. Testing the effect of mediation using the Sobel formula. The results of testing the effect of affective commitment on employee performance show a path coefficient value of 0.385. T-statistic value 2.467 > T-table (1.960). This means that affective commitment has a positive and significant effect on employee performance. Testing the mediating effect between the intervening variables on the dependent variable was carried out using the Sobel formula. The results of the two tests are summarized as follows: P1= 0.317 P2= 0.385 Se1= 0.202 Se2= 0.156. The magnitude of the indirect coefficient of organizational career management on employee performance is the multiplication of the influence of organizational career management on affective commitment, and with affective commitment to employee performance, so that it obtains: P12 = P1 . P2 P12 = (0.317) (0.385) P12 = 0.122. The magnitude of the indirect coefficient of organizational career management on employee performance is the multiplication of the influence of organizational career management on affective commitment, and affective commitment on employee performance, obtained as follows:

$$\begin{aligned} Se_{12} &= \sqrt{P_1^2 \cdot Se_2^2 + P_2^2 \cdot Se_1^2 + Se_1^2 \cdot Se_2^2} \\ &= \sqrt{(0,317)^2(0,156)^2 + (0,385)^2(0,202)^2 + (0,202)^2(0,156)^2} \\ &= \sqrt{0,0024 + 0,00592 + 0,00096} \\ &= \sqrt{0,00928} \\ &= 0,096 \end{aligned}$$

Thus, the t-test value is shown as follows:

$$T = \frac{P_{12}}{Se_{12}} = \frac{0,122}{0,09} = 1,270$$

The T-statistic value is $1.270 < 1.96$ which means that the mediation parameter is rejected. The model of the indirect influence of organizational career management variables on employee performance through affective commitment is unacceptable. Thus hypothesis 6 is rejected.

g. The Effect of Individual Career Management on Employee Performance through Affective Commitment

The seventh hypothesis tests the indirect effect of individual career management variables on employee performance through affective commitment. This is done first to determine the results of testing the effect of affective commitment on employee performance. Testing the effect of mediation using the Sobel formula. The results of testing the effect of affective commitment on employee performance show a path coefficient value of 0.385. T-statistic value $2.467 > T\text{-table} (1.960)$. This means that the results of affective commitment have a significant positive effect on employee performance. Testing the mediating effect between the intervening variable and the dependent variable was carried out using the Sobel formula. The results of the two tests are as follows: $P_1 = 0.230$ $P_2 = 0.385$ $Se_1 = 0.201$ $Se_2 = 0.156$. The magnitude of the indirect coefficient of individual career management on employee performance is the multiplication of the effect of individual career management on affective commitment with affective commitment to employee performance, so that the results obtain: $P_{12} = P_1 \cdot P_2$ $P_{12} = (0.230) (0.385)$ $P_{12} = 0.088$. The magnitude of the indirect coefficient of individual career management on employee performance is the multiplication of the influence of individual career management on affective commitment, and affective commitment on employee performance, so that it obtains:

$$\begin{aligned} Se_{12} &= \sqrt{P_1^2 \cdot Se_2^2 + P_2^2 \cdot Se_1^2 + Se_1^2 \cdot Se_2^2} \\ &= \sqrt{(0,230)^2(0,156)^2 + (0,385)^2(0,201)^2 + (0,201)^2(0,156)^2} \\ &= \sqrt{0,00124 + 0,00592 + 0,00096} \\ &= \sqrt{0,008128} \\ &= 0,090 \end{aligned}$$

Therefore, it obtains t-test value as follows

$$T = \frac{P_{12}}{Se_{12}} = \frac{0,088}{0,090} = 0,977$$

The T-statistic value of $0.977 < 1.96$ means that the mediation parameter is rejected. The indirect influence model of individual career management on employee performance through affective commitment is unacceptable. So that hypothesis 7 is rejected.

4.2. Discussion

The effect of organizational career management on affective commitment at the Indonesian post office of boyolali branch. Statistical results conclude that organizational career management has a negative and not significant effect on affective commitment directly. This indicates that the company has not maximized the career management of its employees, so that the role of organizational career management is not a reference for employees to have an affective commitment to the company. In a research by Permatasari, (2006) employee career development is very dominant in influencing employee performance by 82%, reinforced by the respondents' answers, especially the provision of company facilities, almost (95%) of respondents agreed because it has an impact on increasing companies in making decisions by changing structure, culture, tasks, technology, and human

resources (Poluakan 2016). This study is against the research by (Srilaksono and Haryono 2014), Bambacas, (2010), Sturges, Guest, and Mac Davey, (2000), which state there is a significant influence between organizational career management on affective commitment.

The influence of individual career management on affective commitment at the Indonesian post office of Boyolali branch. From the statistical analysis, it can be concluded that individual career management has a negative and not significant effect on affective commitment directly. The second hypothesis indicates that employees who manage their careers well do not necessarily increase their affective commitment in the company. Proving this hypothesis is not in accordance with the formulation of the proposed hypothesis, but in line with the research of Sturges, Guest, and Mac Davey, (2000), which states that the effect of individual career management on affective commitment is not significant. This study contradicts research by (Srilaksono and Haryono 2014), Ahmed et al. (2015), Bambacas, (2010), which implies that individual career management has a significant effect on affective commitment.

The effect of organizational career management on employee performance at the Indonesian post office of Boyolali branch. From the statistical results, it proves that organizational career management has a negative and not significant direct effect on employee performance. The reason for rejecting this hypothesis is that organizations that manage their employees' careers well are not always able to improve the performance of their employees in the organization. This is not in line with a research by Agustin, (2014) that management and career development in organizations can increase employee effectiveness and creativity, foster strong involvement, increase company productivity in achieving its goals. This is in line with the research by Siti, Othman, and Meruda, (2004), claiming that organizational career management has a significant effect on employee performance. Therefore, this research is not in accordance with the proposed hypothesis.

The effect of individual career management on employee performance at the Indonesian post office of Boyolali branch. Based on statistical calculations, it concludes that individual career management has a negative and not significant effect on employee performance directly. The reason for rejecting this hypothesis is because employees are not necessarily optimal in managing their careers in improving their performance and it is possible that the company will not provide the career that employees expect. The individual career management process itself consists of gathering career information to develop awareness and quality of insight as well as employment opportunities to make career decisions within the company (Kossek et.al., 1998). Employee awareness of their careers and increasing company value is vital, there needs to be a symbiosis of mutualism between employees and companies that can minimize differences, this synergistic relationship is what makes company goals easy to achieve.

The effect of affective commitment on employee performance at the Indonesian post office of Boyolali branch. From the statistical analysis, it concludes that affective commitment has a positive and significant effect on employee performance directly. This shows that employees who have high affective commitment tend to support the changes that occur in their organization optimally, because their emotional bonds have been built with the company. This statement is in line with the research of Pathan, Natsir, and Adda, (2016), Tree and Suryoko, (2016) stating that affective commitment has a positive effect on employee performance in the company.

The Effect of Organizational Career Management on Employee Performance through Affective Commitment at the Indonesian Post Office of Boyolali Branch. The effect of

organizational career management on employee performance through affective commitment as an intervening variable shows a negative and insignificant relationship. Testing the 6th hypothesis is done by knowing the test between the variables of affective commitment and employee performance first. From the test, it obtains that the T-statistic value is $2.467 > T$ table 1.96. This means that affective commitment has a significant positive effect on employee performance. Meanwhile, the effect of mediation, testing between the intervening variable and the dependent variable is carried out using the Sobel test. From the test, it obtains that the t-count value $< T$ table is 1.96, namely 1.270. This means that the mediation parameter is not significant and is rejected. Thus the model of the indirect influence of organizational career management variables on employee performance through affective commitment is rejected. From these two tests, it implies that companies that regulate the career paths of their employees are not necessarily able to improve employee performance towards their organization through the affective commitment of employees. This test is not in accordance with the hypothesis given that there is a significant influence between organizational career management on employee performance through affective commitment.

The effect of individual career management on employee performance through affective commitment at the Indonesian post office of Boyolali branch. Based on the testing of the 7th hypothesis, individual career management on employee performance through affective commitment as an intervening variable also shows a negative and insignificant relationship. This test is carried out by first knowing the effect of organizational commitment on attitudes towards organizational change. From the test, the T-statistic value is $2.467 > T$ -table 1.96. This means that affective commitment has a significant positive effect on employee performance. Meanwhile, the effect of mediation, testing between the intervening variable and the dependent variable is carried out using the Sobel test. From this test the value of t count is $0.997 < T$ table is 1.96. This means that the mediation parameter is not significant and is rejected. Thus, the model of the indirect influence of individual career management variables on employee performance through affective commitment is rejected. From the two tests, it can be said that employees who manage their careers are not necessarily able to improve their performance towards the organization through their affective commitment. This hypothesis is not in accordance with the hypothesis given by the researcher, namely that there is a significant influence between individual career management on employee performance through affective commitment.

5. Conclusion

This study concludes that organizational career management has a negative and insignificant effect on affective commitment. Individual career management has a negative and insignificant effect on affective commitment. Organizational career management has a negative and insignificant effect on employee performance. Individual career management has a negative and insignificant effect on employee performance. Affective commitment has a positive and significant effect on employee performance. Affective commitment is not able to mediate the influence of organizational career management on employee performance. Affective commitment is unable to mediate the influence of individual career management on employee performance. Based on the conclusions and the limitations in the research, it is hoped that this research result can become one of the reference considerations used as a reference for setting policies related to efforts to improve employee performance.

The Indonesian Post Office of Boyolali Branch is expected to improve organizational career management in order to improve employee career development, good career

management will increase employee motivation to always show good performance. The company provides career monitoring on how to improve employee performance, so that employees are able to achieve planned and defined careers. This achievement can cause employees to have a strong emotional bond with the company, which has an impact on increasing the company's performance and income. Employees must rearrange their careers by improving the quality of their performance which supports the success of the company. Thus, they are entitled to get a career promotion. Further research should be carried out again involving all employees, because in this study not all employees contributed to data collection. Even better if it includes other branches of the Indonesian Post office.

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