

# EFFECTS OF CAREER DEVELOPMENT AND PERSONAL DEVELOPMENT ON EMPLOYEE WORK COMMITMENT AND PERFORMANCE AT COMMUNITY HEALTH CENTER IN NORTH KONAWA REGENCY

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**Abstract-** This study aims to know and analyze: (1). effects of career development on employee work commitments. (2). effects of self-development on employee work commitments. (3). effects of work commitment on employee performance. (4). Effect of career development on employee performance and (5). Effects of personal development on employee performance at Community Health Center in North Konawe Regency. The design of this research is causality research. The objects of this research are career development, self development, employee work commitment and employee performance. There are 213 people as the research population consisting of 22 Community Health Centers. Sample determination is used slovin formula and there are 68 people as the respondents. The analysis used is descriptive and SEM-based Partial Least Square variance with Smart PLS Versia 3.2.4 program. The results of this study conclude that: (1). Career development has positive and significant effects on work commitment (2). Self-development has positive and significant effects on work commitment (3). Work commitment has positive and significant effects on employee performance (4). Career Development has positive and significant effects on employee performance and (5). Self-development has positive and significant effects on the employee performance at Community Health Center in North Konawe Regency.

**Index Terms-** Career Development, Self Development, Working Commitment, Employee Performance

## 1 INTRODUCTION

Human Resources are the important element in an organization since they provide power, thought, work commitment and efforts for the organization (Handoko, 2000). Therefore, employees serve an important role in determining the organizational success. Each employee is not only required to have knowledge, skills and ability, they also have experiences, culture, work commitment and high work spirit so that there will be good organizational employee performance, this will lead to improved organizational performance in achieving organizational objectives. Organizational success can be seen from organizational success in achieving organizational objectives.

Lee & Kamarul (2009) stated that low commitment is affected by high absence level, either by sick, family business or other reasons. Increased quality of employee resources to be more professional ones requires good employee commitment. Leader supports for the creation of high work discipline will lead to the creation of professional and high committed as well as high performed employees.

Referring at the results of phenomena and empirical study on career development and work commitment in improving employee performance, there is still a debate, so that there are still any important and interesting issues to be studied in further, all of which inspire the researchers to conduct a research study on the following issues:

1. The obstacles in career development process in which there are any employees tending to join the education that is not well-adjusted to their existing profession and sometimes employees are placed in the professions that are not well-adjusted to their education or training.
2. There is not transparent procedure of employee career development, so employees tend to prefer the loyalty factor and ignore their profession.
3. Decreased number of patients and increased number of referral patients from year to year are suspected caused by performance of Community Health Center employees that has not been as expected.
4. Empirical phenomena states that career development and work commitment can affect on the performance of Community Health Center employees in North Konawe Regency.
5. The absence of consistency from previous empirical research results concerning career development and work commitment in improving employee performance serves as an argument seen by the authors that the study results are caused by diversity of variable measurement indicators, studied objects, methodologies, and theoretical basis so that this research is necessary to be done for testing on the contradictions of these findings.
6. There are still inconclusive previous researches on career

development and work commitment effects on employee performance, so it is necessary for verification in generalization effort especially at Puskesmas in North Konawe Regency.

The six points above serve as the fundamental reasons to conduct further research on the effects of career development and personal development on the employee commitment and performance at Community Health Center in North Konawe Regency.

This research aims to know and analyze: (a). Effects of career development on employee work commitment at Community Health Center in North Konawe Regency. (b). Effects of personal development on employee work commitment at Community Health Center in North Konawe Regency (c). Effects of work commitment on employee performance at Community Health Center in North Konawe Regency. (d). Effects of career development on employee performance at Community Health Center in North Konawe Regency; and (e). Effects of personal development on employee performance at Community Health Center in North Konawe Regency.

## 2 LITERATURE REVIEW

### 2.1 Career Development Concept

Career development according to Robbins (1996) is a procedure for an organization to support or improve employee productivity as well as prepare the employees to face the changing world. According to Szymanski and Maxwell (1996), career development is determined by dynamic interaction between individual, contextual, mediating, environment and output factors, meanwhile, according to Dubrin in Mangkuneegara (2000) career development is a staffing activity assisting employees to plan their future careers in the organization so that the organization and employees can develop themselves maximally.

According to the career development model by Simamora (1997), it shows the indicators for measuring employee career development, namely career planning and career management. Career management is how an organization contributes to effective career planning, ensure that careers meet employee capabilities and interests, ensure that decision-making of internal staffing assigns roles to individuals who contribute to organizational objectives.

a. Career Planning, is measured by:

- Preferring higher positions, namely employees prefer higher positions as career plans in the future.
- Work assignments, namely employees are interested at their job assignment as their career planning job in the future.
- Personal development, employees prefer their personal development as a career plan in the future.

b. Career Management, is assessed by:

- Additional new workers, organizations recruit new workers according to pre-determined qualifications for higher positions / careers.
- Employee trainers, organizations organize employee training for career development.
- Facilities, namely available facilities in the form of clear

and transparent promotion rules.

### 2.2 Definition of Personal Development

Thinking about oneself means as an avoidable human activity in general, literally, people will center to themselves so that self is the center of social world for each person. Meanwhile, as we know, genetic factor serves an important role on personal identity or concept. Most of which are based on interaction with others that is learned starting from closest family member until the interaction with people outside the family.

Looking at self description and personal assessment is called as self concept. William D. Brook defined self concept as "Those Psychological, Social, And Psychology Perception of our Selves that we Have Derived From Experiences and our interaction with other" so, self concept is a description and feeling of self perception on self; this can be psychology, social and psychical. This concept is not only a descriptive one, but also self assessment, so self concept includes what is thought and what is felt about oneself.

According to Agoes Dariyo (2007) Self concept is about multi aspects namely including:

a. Psychical Aspect

Self physiological aspect is related to elements such as skin color, shape, weight or height, facial features normal and healthy body condition / disability and so forth. Characteristics affect on how a person judges himself; it is also deniable that others judge a person starting with physiological assessment. While it is not necessarily true that people often make preliminary assessments of physical judgment as the most behavioral response to others.

b. Psychological Aspect

Psychological aspects include these both issues:

- Cognitive (intelligence, interest, and talent, creativity, concentration ability)
- Affection (endurance, perseverance, work persistence, achievement motivation, stress tolerance)

### 2.3 Concept of Work Commitment

Commitment is defined as strong willingness for organization members to bind themselves in an organization voluntarily and work hard for the interest of the organization. So, this commitment is a loyalty description of the organization member including the leader of the organization to its organization. Commitment according to Robbins (1996) is a condition in which an employee takes side of an organization and its objectives as well as intends to maintain its membership in the organization. Robbins (2003) stated that expected outputs from organizational behavioural study are productivity, low level of absence and work satisfaction. Work and workplace organization commitments are the subject which currently obtains increased attention from organizational behavioural researchers.

Nele and Hans (2011) explained that commitment is a concept of *attachment* formed by an individual to their organizational work. Then, based on this opinion, work commitment also indicates how an individual can identify the organization and run its objectives in the organization. Therefore, it is very

important to understand and create work commitment in an organization. Individual work commitment in an organization relates to individual transfer attitude to unit with the organizational objective, targets and values.

One with commitment has characteristics as the following: 1) being loyal to sacrifice for the sake of meeting organizational or institutional targets. 2) feeling bigger spirit supports in achieving the mission. 3) using group values in decision making and translating its options. One with high commitment may work hard to face any challenges and pressures which for those with no commitment will feel it as something hard.

## 2.4 Performance Concept

Performance appraisal is a process to be done in evaluating employee performance. Performance appraisal can be done by various parties, namely colleagues, direct superior or by the employee itself. If employee performance appraisal is done correctly then employees, supervisors, HR departments, and organizations will benefit by the assurance that the efforts of individual employees can contribute to organizational strategic focus. An objective and appropriate performance appraisal is very beneficial for both employees and organizations, therefore an organization must hold a performance appraisal if it wants to quickly achieve its established mission and vision.

Performance appraisal is the process of evaluating how well employees perform their work, when compared to a set of standards and then communicate it with the employees (Novita Sari, 2004). Simamora (1997) Performance appraisal is a process used by the organization to evaluate the performance of individual employees.

Performance refers to the level of organizational achievement within a given period of time. The performance of an organization is crucial in the development of the organization. Organizational objectives consist of: remain standing or exist (*survive*), to obtain profit and can grow (*growth*), can be achieved if the organization has a good performance. Organization *performance* can be seen from the level of sales, profit levels, payback, turnover rate and market share.

Robert S. Kaplan and David P. Norton (1996) has formulated *Balanced Scorecard* in order to measure by using 4 measurement aspects

- a. Measurement from financial aspect
- b. Measurement from customer aspect
- c. Measurement from intern business process
- d. Measurement from growth and learning aspect

*Organizational performance* includes organizational development, compensation plan, communication system, managerial style, organizational structure, policies and procedures. Robbins (2003) expressed that another term of performance is *human output* that can be measured by: (1). Productivity, (2). Absence, (3). *Turnover and* (4) *Citizenship and satisfaction*.

Employee performance appraisal activities can improve personnel decisions and provide feedback for the employees about their work performance. Benefits of employee performance appraisal expressed by Hani Handoko, (2000) can be said in details as follow: (1). Improvement of work achievement appraisal; (2). Decisions of placement; (3). Needs of training and development; (4). Career planning and improve-

ment; (5). Deviations of staffing process; (6). Informational inaccuracy; (7). Errors of work designs.

Edwin Flippo (1984:), said that one's *performance* can be measured by:

1. Work quality relates to an ability to complete any works in a thorough manner based on the planned work quality.
2. Work quantity relates to an ability to complete any given works at established targets.
3. Toughness relating to compliance to orders, level of presence, provision of holiday and schedule of lateness in workplace.
4. Attitude is employee attitude showing their attitude and responsibility of their friends, superior and cooperation in completing the work.

Performance measurement is an important part of management control process, both public and private organizations. However, due to differences of nature and characteristics of public sector and private sector organizations, there are also different emphasis and orientation of performance measures. The objectives of the performance assessment in the public sector are: (1) to know the level of achievement of the organizational objectives, (2) to provide means of employee learning, (3) to improve performance in the next period, (4), to give systematic consideration in decision making of *reward and punishment*, (5) to motivate employees, (6) to create public accountability (Mahmudi, 2007)

## 3 RESEARCH METHODS

### 3.1 Research Design

This research is addressed to examine effects of career development and work commitment on employee performance. Based on the formulated problems and the objectives to be achieved as well as natures of inter-variable effects, then the research is categorized as *explanatory* research. The study aims to find an explanation of effects of functional or relationship between variables with other variables and to test the hypothesis. (Singarimbun and effendi, 1995)

### 3.2 Research Objects

These research objects are career development, personal development as well as employee commitment and performance at Community Health Center North Konawe Regency. This research was conducted for 3 months with the following stages: proposal preparation, proposal seminar implementation, proposal revision, research permission, instrument preparation, instrument trial test, field data collection, data processing / analysis, implementation of result seminar, improvement of research report and presentation of report (thesis exam) as the last stage.

### 3.3 Population and Samples

The population of this study is all employees at Community Health center, namely there are 213 people distributed in 13 districts with 22 Community Health center. The sampling technique used simple random sampling that gives equal opportunity to all respondents to be sampled and determines the people based on the determined criteria (Sugiyono, 2007). The

sample criteria are (a) Employees who have more than 2 (two) years of work experiences, (b). Ones with Honorary Letter for honorary employees.

Determination of sample size used simplified formula for proportions - Yamane, Taro, (1967). On the basis of sample size, there are 68 people as the research samples. The sample distribution is done proportionally from 3 fields of professional in the Community Health center.

### 3.4 Data Collection Technique

Data collection used instrument tools: (a). Questionnaire, namely data collection by circulating closed statements to the respondents to obtain primary data. (b). Document study, namely collecting data by recording and copying reports that have been published by Community Health center at North Konawe Regency. (c). Interview, namely doing interviews related the studied variables to employees to strengthen the interpretation of the analysis results.

### 3.5 Data Analysis Technique

Data analysis technique used in this research is *descriptive statistical analysis* and *Partial Least Square (PLS)* analysis. Descriptive statistical analysis technique is used to describe Career Development (X1), Self Development (X2), Work Commitment (Y1) and employee performance (Y2) variables. Descriptive analysis is done by calculating mean of each research variable. While *Partial Least Square Analysis (PLS)* aims to know the effects of research variables (Ferdinand, 2010).

## 4 RESEARCH RESULT AND DISCUSSION

### 4.1 Data Processing Result

Results of linearity testing of inter variable relation are presented in the following table:

Table 5.12. Results of Linearity Assumption Testing

Inter variable relations	Linearity Testing			
	R <sup>2</sup>	F	Sig.	Results
Career Development (X1) => Commitment (Y <sub>1</sub> )	0,963	1498,526	0,000	Linear
Personal Development (X2) => Commitment (Y <sub>1</sub> )	0,912	798,282	0,000	Linear
Commitment (Y <sub>1</sub> ) => Performance (Y <sub>2</sub> )	0,890	980,276	0,000	Linear
Career Development (X1) => Performance (Y <sub>2</sub> )	0,825	980,276	0,000	Linear
Personal Development (X2) => Performance (Y <sub>2</sub> )	0,989	980,276	0,000	Linear

Source : Primary Data, processed (2018)

Table 5.12 indicates that the relations between career development (X1) on the commitment (Y<sub>1</sub>), relation between personal development (X2) on the commitment (Y<sub>1</sub>) as well as relation of commitment (Y<sub>1</sub>) on employee performance (Y<sub>2</sub>), relation of career development (X1) on the performance (Y<sub>2</sub>) and relation of personal development on employee performance (Y) has smaller significance level than 5% ( $p < \alpha = 0,05$ ), so that it can be said to be linear.

Table 5.13 : Discriminant Validity based on Cross Loading Value

	Kinerja Pegawai (Y2)	Komitmen (Y1)	Pengembangan Diri (X2)	Pengembangan ...
X11	0.851	0.859	0.758	0.940
X12	0.939	0.925	0.907	0.950
X21	0.839	0.814	0.914	0.744
X22	0.915	0.939	0.957	0.879
X23	0.961	0.949	0.978	0.887
Y11	0.958	0.977	0.901	0.937
Y12	0.944	0.962	0.956	0.891
Y13	0.976	0.987	0.926	0.938
Y21	0.974	0.955	0.906	0.940
Y22	0.982	0.962	0.935	0.919
Y23	0.964	0.953	0.918	0.944

Table 5.13 indicates that *cross loading* value of career development, personal development, employee commitment and performance variables are  $> 0,70$  and it is stated to meet the criteria of discriminant validity.

### 1 Convergent Validity

*Convergent validity* measures indicator validity as construct measures, that can be seen from the *outer loading*. An indicator is said to be valid if it has *outer loading* value more than 0,70 then it is highly recommended, but the *loading factor* value by 0,50-0,60 still can be tolerated.

Table 5.14. Outer Loading of variable indicator

Variable indicator	Outer loading
Career development variable	
X11. Career planning	0,940
X12. Career management	0,950
Personal development variable	
X21. Physiology	0,914
X22. Psychology	0,957
X33. Affection	0,958
Commitment Variable	
Y11. Pride	0,977
Y12. Loyalty	0,962
Y13. Willingness	0,987
Performance variable	
Y21. Work Quality	0,974
Y22. Work Quantity	0,982
Y23. Toughness	0,964
Y23. Attitude	0,935

Testing results in Table 5.14 state that all indicators has good validity since discriminant validity is more than 0,70.

### 2 Composite Reliability

*Composite reliability* test the *reliability* value between indicators of construct forming it. Results of *composite reliability* are said to be good, if the value is more than 0,70. Testing results of *composite reliability* of measurement model can be presented in the following table.

Table 5.15 Testing Results of Construct Reliability

Research variables	Composite reliability
Career Development (X1)	0,885
Personal Development (X2)	0,952
Commitment (Y1)	0,975
Employee Performance (Y2)	0,975

The testing results in Table 5.15 show the composite reliability value of career development variable by 0,885; personal development by 0,952, commitment by 0,975 and employee performance variable by 0,975. It means that the fourth latent variables have good composite reliability since the values are more than 0,70. It can be concluded that all of the instruments in this research meet the criteria or reliable to be used in the measurement of all variables.

### 4.2 Structural Model (Inner Model)

The structural model is evaluated by taking into account the Q2 predictive relevance model that measures how good the observed value is generated by the model. Q2 is based on the determination coefficient of all dependent variables. The quantity of Q2 has a value with the range  $0 < Q2 < 1$ , the closer to value of 1 means better model. The determination coefficient of (R2) of both endogenous variables can be presented in the following table:

Table 5.16 Testing results of R-square values

Structural model	Endogenous variables	R-square
1.	Commitment (Y1)	0,976
2.	Employee Performance (Y2)	0,955

Source : Primary Data, processed (2018)

Based on the determination coefficient value ( $R^2$ ), it can be seen  $Q^2$  with the following calculation :

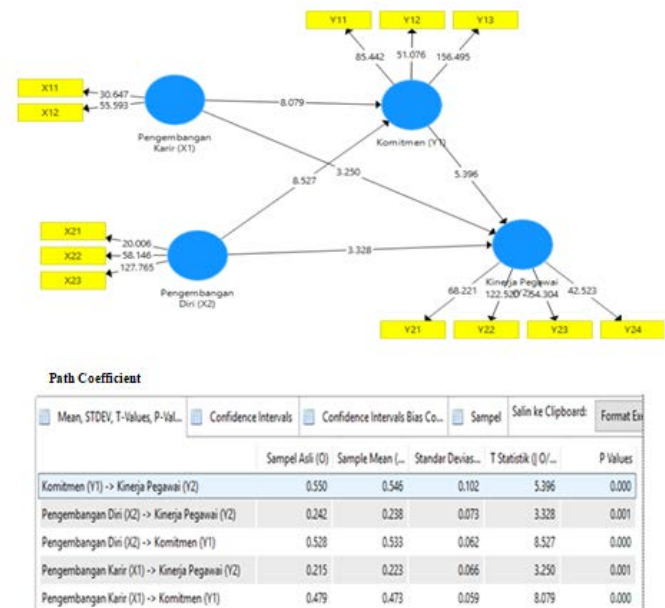
$$\begin{aligned}
 Q^2 &= 1 - \{(1 - R1^2)(1 - R2^2) \dots (1 - Rn^2)\} \\
 &= 1 - \{(1 - 0,976^2)(1 - 0,939^2)\} \\
 &= 1 - \{(1 - 0,953)(1 - 0,882)\} \\
 &= 1 - \{(0,047)(0,118)\} \\
 &= 1 - 0,006 \\
 &= 0,994
 \end{aligned}$$

Based on the calculation results, it is obtained *predictive-relevance* value by  $Q^2 = 0.994$  or 99.4%. This means the accuracy of this research model can explain the diversity of career development, personal development, employee commitment and performance variables by 99.4%. The remaining of 0.6% is explained by other variables that are not found in this research model.

### 4.3 Hypothesis Testing

Hypothesis testing and path coefficient of inter-variable effects can be seen in Figure 5.1 and Table 5.1 analysis results as follows:

Figure 5.1. Bootstrapping Results



Source : Primary Data, processed (2018)

The result of analysis in Table 5.17 is obtained hypothesis testing and direct effect of path coefficient which aims to prove the hypothesis proposed whether it is acceptable or rejected. The results of hypothesis testing can be explained as follows:

H1. Effects of Career Development on Employee Commitment at Community Health Center in North Konawe Regency.

The testing result of career development on commitment can be proved with estimate value of path coefficient by 0,528 with positive direction. Positive path coefficient means positive relationship between career development and commitment. Path coefficient results can be seen from p-values of  $0.00 < \alpha = 0.05$  meaning as significant one. The testing result of hypothesis (H1) proves that career development has significant effects on the employee commitment at Community Health Center in North Konawe Regency. It means that better career development will lead to better employee commitment at Community Health Center in North Konawe Regency. Thus, the proposed first hypothesis namely: career development has positive and significant effects on the employee commitment at Community Health Center in North Konawe Regency is acceptable.

H2 Personal development affects positively and significantly on the work commitment at Community Health Center in North Konawe

The testing result of personal development on commitment can be proved with estimate value of path coefficient by 0,479 with positive direction. Positive path coefficient means positive relationship between personal development and commitment. Path coefficient results can be seen from p-values of  $0.00 < \alpha = 0.05$  meaning as significant one. The testing result of hypothesis (H1) proves that personal development has significant effects on the employee commitment at Community

Health Center in North Konawe Regency. It means that better personal development will lead to better employee commitment at Community Health Center in North Konawe Regency. Thus, the proposed second hypothesis namely: personal development has positive and significant effects on the employee commitment at Community Health Center in North Konawe Regency is acceptable.

H3: Work Commitment affects positively and significantly on the employee commitment at Community Health Center in North Konawe Regency.

The testing result of commitment on the employee performance can be proved with estimate value of path coefficient by 0,550 with positive direction. Positive path coefficient means positive relationship between commitment and performance. Path coefficient results can be seen from p-values of  $0.00 < \alpha = 0.05$  meaning as significant one. The testing result of hypothesis (H1) proves that commitment has significant effects on the employee performance at Community Health Center in North Konawe Regency. It means that better work commitment will lead to better employee performance at Community Health Center in North Konawe Regency. Thus, the proposed third hypothesis namely: work commitment has positive and significant effects on the employee performance at Community Health Center in North Konawe Regency is acceptable.

H4: Career development affects positively and significantly on the employee performance at Community Health Center in North Konawe Regency.

The testing result of career development on the employee performance can be proved with estimate value of path coefficient by 0,215 with positive direction. Positive path coefficient means positive relationship between career development and performance. Path coefficient results can be seen from p-values of  $0.00 < \alpha = 0.05$  meaning as significant one. The testing result of hypothesis (H1) proves that career development has significant effects on the employee performance at Community Health Center in North Konawe Regency. It means that better career development will lead to better employee performance at Community Health Center in North Konawe Regency. Thus, the proposed fourth hypothesis namely: work career development has positive and significant effects on the employee performance at Community Health Center in North Konawe Regency is acceptable.

H5: Personal Development affects positively and significantly on the employee performance at Community Health Center in North Konawe Regency.

The testing result of personal development on the employee performance can be proved with estimate value of path coefficient by 0,242 with positive direction. Positive path coefficient means positive relationship between personal development and performance. Path coefficient results can be seen from p-values of  $0.00 < \alpha = 0.05$  meaning as significant one. The testing result of hypothesis (H1) proves that personal development has significant effects on the employee performance at Community Health Center in North Konawe Regency. It means that better personal development will lead to better employee performance at Community Health Center in North Konawe Regency. Thus, the proposed fifth hypothesis namely: work

personal development has positive and significant effects on the employee performance at Community Health Center in North Konawe Regency is acceptable.

#### 4.4 Results

##### 4.4.1 Effects of Career Development on Employee Commitment at Community Health Center in North Konawe Regency

Based on the analysis results, then it can be seen that career development affects positively and significantly on the employee commitment at Community Health Center in North Konawe regency. It means that good career development can be seen from career planning and career management indicators, then it can lead to better employee commitment.

Descriptively, it shows that the employees prefer higher position in the future, join training routinely for employee career development and are expected to be given assignment for future career plans. But, there are still some issues considered to have low value by some employees, namely qualification of required employee recruitment is not well-adjusted to posted positions; there is less transparency by community health center party in terms of employee level promotion, this leads to less care employees and they have no pride of their placement and have no sense of belonging as the employee of Community health center in North Konawe regency.

The appraisal results of career planning indicator that can be seen in employee preferences for higher positions, job assignments for future career plans and desire to always be better have been considered good by most employees at Community Health Center in North Konawe regency. Similarly with career management, the employees have given good value for the assessment results of career management. However, there are still some statements from the employees who consider that Community Health Center do not follow specified qualifications in career assignment; still preferential determination of trainees and less transparent about promotion.

Based on the analysis results of *Partial Least Square*, it finds out that career development in Community Health Center in North Konawe regency has effects on higher employee commitment. It can mean that good application of career planning and career management will lead to more proud employee of their works, more encourage carrying out all duties, and always more willingness to be at the workplace to provide services to the community. In addition, good career planning and management also affects on employee loyalty to their leadership, to the rules set at the Community Health Center and the absence of any plan to resign and move to other agencies.

Related to these research findings, it is expected that Community Health Center will continue to improve employee career development by formulating and implementing professional career planning so that it can provide opportunity to all employees to improve their career in the future. In addition, Community Health Center should also manage career management in the form of classification of certain positions with the field of knowledge owned by employees; there should be priority for any employees to follow career development activities for those who have joined training and there is also necessary for openness to all employees evenly associated with

employee promotion.

These research results are in line with a research by Ami Pujiwati, (2016), stating that career development is able to maintain the level of employee commitment. Lee & Kamarul (2009) also affirmed that career development affects on one's work commitment. Commitment is affected by high level of absenteeism and career clearly in the future. Leadership support for good working discipline then leads to professional, highly committed and highly performing employee resources.

A research by Kamarul can be interpreted that through high attention of leadership in employee career development, then, employees will work better, improve their work discipline in the future and in the end can increase pride and have high sense of belonging.

#### 4.2.2 Personal development affects positively and significantly on the employee work commitment at Community Health Center in North Konawe Regency

Based on the analysis results, then it can be seen that personal development affects positively and significantly on the employee commitment at Community Health Center in North Konawe regency. It means that good personal development can be seen from employee physiology, psychology and affection indicators, and then it can lead to better employee commitment.

Descriptively, it shows that physiologically, employees with good physical condition means that they have no special records for certain illness and routine diseases in the period of performing activity at workplace. Also, physical factor can be seen from the employees have good concentration ability during performing the tasks, adequate creativity and intelligence. This serves as important records since most of employees are personnel with direct relations with the community who require fast and appropriate service.

Also, working at community health centers may not be postponed, since it has to provide service for referral patients, patients with examination and various other administrations so that it is necessary for an employee with good body endurance in the forms of endurance, toughness and perseverance.

Based on appraisal results, affection factor indicator is the factor with the most contribution on employee personal development, then psychology and physiology. This can mean that Community Health Center employees in North Konawe Regency are considered that endurance, toughness and perseverance are the important factors to be owned by the employees because of quite high service level given by the Community Health Center, even the employees have to face people with high level of stress. The second factor considered to have the contribution to personal development is employee concentration in performing their tasks, adequate creativity and intelligence. Also, the third factor of personal development is good physical condition and always in healthy condition.

Based on analysis results of Partial Least Square, it is found that personal development at Community Health Center in North Konawe Regency affects on higher employee commitment. This can be interpreted that by paying attention to good physiological, psychology and affection factors, the employees

will have more willingness to do their work, additional tasks outside working hours, and always to provide services. In addition to physiological factors, good psychology and affection also have effects on employee loyalty to the leadership, loyalty to the enforcement of employees and never have plans to move to other agencies.

Related to these research findings, it is expected that Community Health Center will continue to make improvements to the employees' personal development in the form of paying attention to physiological factors of the employees, namely by doing checks on employees with special medical records to provide specific behaviors in performing their work. This is sometimes ignored by the leadership and can ultimately have an adverse effect on employees if they are still asked to work with other employees. From psychology aspect, the Community Health Center should evaluate employees who are not focused on work. Oftenly, there are any employees with low concentration of thinking and without focus on the work. There are many issues leading to this condition, such as delivering children to school, paying instalments, going to downtown; all of which can lead to neglected work and affect on apathetic behavior of employees. The steps to be taken are to review the tasks it and determine the targets to be achieved so that relevant employees can have high level of concentration. The Community Health Center must always be able to maintain working principle of employees so that they can always work hard to achieve the goals and vision of the Community Health Center mission.

#### 4.2.3 Work Commitment affects positively and significantly on the employee work performance at Community Health Center in North Konawe Regency

Based on the analysis results, then it can be seen that commitment affects positively and significantly on the employee performance at Community Health Center in North Konawe regency. It means that good commitment can be seen from employee pride, loyalty and willingness indicators, then it can lead to better employee performance.

Based on the analysis results, it can be seen that commitment affects positively and significantly on the employee performance at Community Health Center in North Konawe regency. It means that good commitment that can be seen in pride, loyalty and willingness indicators can lead to better employee performance.

Descriptively, it shows that proud employee of being the employees will have willingness to stay in the Community Health Center. The employees considered that they are working as country servants having main tasks to serve the community so that they are always prepared for any tasks and to work at any place.

Related to loyalty, most employees state that they will support any programs designed by the leaders, work discipline and follow any applicable rules, as well as have willingness in performing their tasks correctly in the forms of main tasks and additional tasks.

Appraisal results of commitment variable with willingness indicator can be seen that employee willingness factor is the

factor giving the most contribution to employee performance, and then loyalty and pride factors. This can mean that the employees at Community Health Center in North Konawe regency think that willingness, loyalty and pride are the important factors to be owned.

One with high work commitment will work hard to face any challenges and pressures so that it can improve their performance.

Based on analysis results of Partial Least Square, it is found that employee commitment at Community Health Center in North Konawe regency will affect on higher employee performance. This can mean that employee commitment can be seen in feeling of pride, feeling of enjoyable being at the office during working hours, loyalty to leadership, and always prioritize sincerity in working.

Related to these research findings, it is expected that Community Health Center will always maintain the employee to improve their commitment. Improving employee commitment will affect on better work quality that can be seen in work accuracy, quantity so that it can lead to target achievement and responsibility.

M Khyzer Bin. D., et al. (2011) stated that employee commitment affects on organizational performance. Employee commitment has strong effects on organizational performance. Furthermore, Peace et al (2014), majority of organizational workers are generally satisfied with their work and therefore, they do not intend to leave the organization. Empirical results indicate that there is a fairly high relationship between employee commitment and organizational performance.

#### 4.2.4 Career development affects positively and significantly on the employee work performance at Community Health Center in North Konawe Regency

Based on the analysis results, then it can be seen that career development affects positively and significantly on the employee performance at Community Health Center in North Konawe regency. It means that good career development which can be seen from career planning and career management indicators, then can lead to better employee performance.

Descriptively, it shows that the employees prefer higher position in the future, join training routinely for employee career development and are expected to be given assignment for future career plans. But, there are still some issues considered to have low value by some employees, namely qualification of required employee recruitment is not well-adjusted to posted positions; there is less transparency by community health center party in terms of employee level promotion, this can affect on employee work quality, quantity and toughness.

The appraisal results of assessment of work quality indicators that can be seen through employee accuracy, working with the best quality results and doing the work on time are considered to be good by most employees Community Health Center in North Konawe regency. Similarly, the quality of work, toughness and attitude of employees have been assessed good by employees. Nevertheless, there are still some

statements from employees who assume that some employees do not do their jobs on a given time; the job given does not reach the target; there are lacks cooperation with peers, and sometimes there are employees who still prioritize their personal interests compared to the institutional quintessence.

Based on the analysis results of *Partial Least Square*, it finds out that career development in Community Health Center in North Konawe regency has effects on higher employee performance. It can mean that good application of career planning and career management will lead to higher employee performance. Improved performance can be seen in work accuracy, better work quality, preference of work, being responsible and always making cooperation with leaders and employee colleagues.

Related to these research findings, it is expected that Community Health Center in North Konawe regency will always improve its employee performance especially giving attention to career development of employees. It is very important to take concrete steps in solving career planning and career management issues. Community Health Center should provide an opportunity to all employees to always plan a career appropriately, including in the career management of employees.

These research findings on the effects of career management on the performance taken in this study is in line with researches by Shaputra (2015), Permatasari (2015) confirm that one's performance is affected by career development. Further Permatasari reveals that one's career development can be seen from the level of how organization provides opportunities to employees in career planning and career development.

#### 4.2.5. Personal development affects positively and significantly on the employee work commitment at Community Health Center in North Konawe Regency

Based on the analysis results, then it can be seen that personal development affects positively and significantly on the employee commitment at Community Health Center in North Konawe regency. It means that good personal development which can be seen from employee physiology, psychology and affection indicators, then can lead to better employee commitment.

Descriptively, it shows that physiologically, employees with good physical condition means that they have no special records for certain illness and routine diseases in the period of performing activity at workplace. Also, physical factor can be seen from the employees have good concentration ability during performing the tasks, adequate creativity and intelligence. This serves as important records since most of employees are personnel with direct relations with the community who require fast and appropriate service.

Based on analysis results of Partial Least Square, it is found that personal development at Community Health Center in North Konawe Regency affects on higher employee performance. This can be interpreted that paying attention to good personal development, the employees will have imagination



and high accuracy level, so that this can decrease risk of error at work. Also, employees can complete the work faster based on certain targets determined by the leaders. There are also other effects of personal development such as employee compliance to leaders, improvement of presence level and sensitivity in decision making. Another effect on work improvement is employee better ability for cooperation and responsibility.

Related to these research findings, then it is expected that the community health center can give more attention to any factors having low value by the employee mainly in terms of punctuality and speed in working, guidance for understanding so that the employee can have sense of belonging to the workplace, responsibility of their works and can prioritize the institutional interest.

This research is not in line with a research by Sami A Khan and James Rajasekar, (2015). Research results are confirmed that career development plan does not involve and trust the employees. Comparison of both employees and organizational view indicate that there is still a gap in career development plan procedure so far. Most of employees disagree with the current career development system and think that there is no clarity and transparency in its implementation.

There is a gap between employees and managers in their perception about career development. There is difference between employee view and their manager performance. The employees show that the current career development program adopted by the organization is considered as the bad one. It is necessary for the managers to communicate and involve the employees in adopting any implemented career development plans.

## 5 COCLUSION

Based on research results and discussion, then it can be concluded some issues as the following:

Career Development has positive and significant effects on the employee commitment at Community Health Center in North Konawe Regency. This means that better career development conducted by the Health Center can lead to better employee commitment.

Personal Development has positive and significant effects on the work commitment at Community Health Center in North Konawe Regency. This means that better personal development conducted by the Health Center can lead to better employee commitment.

Work commitment has positive and significant effects on the employee performance at Community Health Center in North Konawe Regency. This means that work commitment can lead to better employee performance.

Career Development has positive and significant effects on the employee performance at Community Health Center in North Konawe Regency. This means that better career development can lead to better employee performance.

Personal Development has positive and significant effects on the employee performance at Community Health Center in North Konawe Regency. This means that better personal de-

velopment conducted by the Health Center can lead to better employee performance

## RESEARCH LIMITATIONS

The authors acknowledge that in this research implementation, there are still any limitations, among others are:

1. This research is limited to one field so that it can still be developed on a broader scope namely all of the existing fields at Community Health Center in North Konawe Regency.
2. The observed indicators from each of the studied variables have different views from some experts so that it may be possible to re-test with different indicators.

## RECOMMENDATIONS

Related to these research findings, then there are some recommendations for the leaders, namely:

1. The Community Health Center in North Konawe Regency should make improvements to the firmness in enforcing any applicable rules; especially employee promotion must be done based on applicable rules and in a transparent manner.
2. The Community Health Center should hold some physiology training in the form of improvement of intelligence, creativity and concentration ability, because it is still considered low by some employees.
3. It is necessary to conduct better career management for all Community Health Center employees to create a sense of justice, transparency and the need for strict enforcement of employee competence when attending training and further study education.
4. It is necessary for the party of Community Health Center in North Konawe Regency to conduct a planned program related to work commitment programs through education and skills.

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