Effect of Organisational Development and Career Paths on Organisational Commitment and Civil Servant Performance at Hasanuddin University

Nur Ina Sarvina Nusu1*, Ria Mardiana2, Jumidah Maming3.

1 Student of Master Management, Faculty of Economics and Business, Hasanuddin University; vhinasavyna@gmail.com
2 Faculty of Economics and Business, Hasanuddin University; riamard67@gmail.com
3 Faculty of Economics and Business, Hasanuddin University; idasrin@gmail.com

* Correspondence author: vhinasavyna@gmail.com

Abstract

Human resource management is a strategic and decisive part. The organization and employees are one unit that has a relationship and must be balanced. To be able to support the achievement of organizational goals requires effort and hard work of all aspects of organizational resources to achieve organizational goals and objectives. The purpose of this study was to determine the effect of organizational development and career paths on organizational commitment and employee performance, organizational development, and career paths have an effect on employee performance through organizational commitment as an intervening variable. This research is a quantitative descriptive study. The sample used is civil servants (PNS), data collection techniques through questionnaires, while the techniques used are path analysis and Sobel test. The results showed that the organization and career path had a positive and significant effect on organizational commitment and employee performance. Organizational commitment has an effect on performance, then organizational development and career path have a positive and significant indirect effect on employee performance through organizational commitment in the Rector of Hasanuddin University.

Keywords: organizational development; career path; organizational commitment; employee performance

PRELIMINARY

Human resource management is a strategic and decisive part. The organization and employees are one unit that has a relationship and must be balanced. This means that on the one hand, employees must be managed within the framework of the flow of organizational interests, on the other hand, organizational activities must be able to pay attention to the interests and needs expected by employees. The new performance requirements must be clearly stated and understood by employees, so that they are able to make changes in behavior as well as change the way they do business, of course these changes must be broadly aligned with organizational goals. Thus, managers need to provide guidance for a constructive change throughout the organization. So that organizational development aims to make changes, then organizational change can be done by changing the behavior, structure, procedures, goals or output of a unit in an organization. Meanwhile, Jones argues that organizational change is a process that leads the organization to move from its current state to a desired state in the future, with the aim of increasing the effectiveness of the organization, Ferlan (2016: 60).

Improved employee performance can also be influenced by organizational commitment. Building organizational commitment should be an important aspect to pay attention to because with employee organizational commitment, these employees will have closeness to the organization
which is reflected in the form of strength, involvement and employee loyalty to the organization. Organizational commitment is defined as a measure of the strength of employee identification with the goals and values of the organization and being involved in it, organizational commitment is also a better indicator for employees who wish to remain at their job or wish to move, as stated by Gelade, Dobson, and Patrick (2006).

Another factor that plays a role in improving employee performance is career path, which is a series of changes in attitudes, values and behavior as well as motivation that occurs in each individual during the span of his life to clearly find skills, career goals and needs for development, plan career goals, and continuously evaluate, revise and improve his designs. Career is also a process of interaction partnership in stages and cooperation between organizations / companies or management, direct supervisors and the individual itself.

At Unhas itself, it held improvements to the university's organization and governance, which was focused on improving the OTK to two levels below the rector. The refinement of the Unhas OTK resulted in a new organizational structure that was expected to be leaner, more effective and efficient and able to carry out organizational functions optimally. Thus, organizational development is in fact oriented towards improving or advancing (performance) the system, where the organization as a system with the parts contained in it, can influence or give an impact (positively) in its interactions with the wider environment, namely the environment outside the organization.

Unhas as one of the best universities in Eastern Indonesia always makes changes and improves the management of the education system. One way to do this is to change the status of education, starting from the Public Service Agency (BLU), the Legal Education Body (BHP) to the status of a Legal Entity Higher Education (PTNBH).

State Universities with Legal Entities (PTNBH) have the authority and independence in managing affairs within their campus. Whereas in State Universities the Public Service Agency (PTNBLU) only has academic policies, non-academic policies are regulated by the government, in this case the ministry. When PTNBH status, PTN can independently develop knowledge, add study programs, open new faculties, update the appropriate curriculum, improve the assessment system and so on without other parties interfering in it. When this authority is placed on the government, the final decision regarding all policies will be made by the government which does not fully understand what the PTN's needs are. When they have the status of PTNBH, apart from being able to determine policies as above, PTN can also determine student affairs systems, organizations, facilities and infrastructure, as well as personnel, make financial decisions in the form of a portion of financing as well as new sources of funding.

A dynamic organization cannot run only by using the same work program and in the same way every year. There must be a change for the better and there must be innovation even if it is a little. Therefore, evaluation is very important as material to review the running of a program. Problems that are still present and cannot be covered are expected not to occur again in the same program for the second time. Because the environment is also dynamic, the programs implemented should be adaptive and innovative to change, so that they can be effective and efficient in achieving goals. That is what is known as an Organizational Development Plan (RPO). The challenges that arise in order to maintain the status of PTNBH, are required to increase or at least maintain the national ranking in international publications, maintain an accredited A institution, increase student activities in the international arena, be able to act as a center of excellence, develop national competitiveness, both in the field of science and technology, arts and maritime-based culture and eliminate the stigma of commercializing education within the campus.

Based on the data obtained by Hasanuddin University, there are 17 work units that are the object of this study with a total number of employees, namely 239 civil servants (PNS) who are in the Rector of Hasanuddin University Makassar. To achieve this goal, it is necessary to have a State Civil Apparatus with professional performance, this is the focus of the researchers' observation on the grounds that the apparatus is another resource and how the efforts made by the organization in
the process of achieving organizational goals.

LITERATURE REVIEW

Organizational Development

Basically, organizational development is important because it leads to an increase in organizational effectiveness with the aim of seeking to improve the organization's ability to adapt to environmental changes and changes in the behavior of organizational members (Robbins, 2010). An effective organization will make planned changes to all devices and systems, structure, culture, group dynamics, quality of human resources, business strategies, and so on. Udai (2005: 265) (as cited in Ferlan, 2016) states that organizational development is a planned effort, which is initiated by process experts to help an organization develop its diagnostic skills, mastery abilities, relationship strategies in the form of temporary or semi-permanent systems, and cultural equality. According to Wahab (2008: 313) "Organizational development is a managerial technique for implementing important changes in the organization". Because in practice it is intended to bring about change, organizational development involves strong behavioral science by change agents to lead to increased achievement.

Furthermore, Robbins (2010) details organizational development goals as follows: a. Increase the level of trust and support among members of the organization; b. Increase the emergence of confrontation with organizational problems both within groups and between groups, as opposed to sweeping the problem under the rug; c. The creation of an environment in which assigned role authorities are enhanced by authority based on knowledge and skills; d. Increase openness of communication horizontally, vertically and diagonally; e. Increase the level of enthusiasm and personal satisfaction in the organization; f. Finding synergistic solutions to problems; and g. Increase the level of self and group responsibility in planning and implementation.

Career Path

Flippo (1984: 271) states that "A career can be defined as a series of work activities that are separated and provide a position and meaning in a person's life history. Cascio in Marwansyah (2012: 207) argues that the word career can be viewed from two different perspectives, including from an objective and subjective perspective. Viewed from an objective perspective, career is a sequence of positions occupied by a person during his life, whereas from a subjective perspective, career is the changes in values, attitudes, and motivations that occur as a person gets older. Meanwhile, according to Hani Handoko in Sunyoto (2012: 165) there are three definitions of career, namely: Career as a sequence of promotions or lateral transfers to positions - positions that require more responsibility or better locations within or across the hierarchy of work relations during one's work life; According to Rivai (2013: 278) the factors that influence career development are as follows: job performance, manager exposure, network, loyalty to the organization, mentors and sponsors, opportunities for growth.


Performance

A. Anwar Prabu (2009: 9) the meaning of performance actually comes from the words job performance and is also called actual performance or work performance or actual achievement that has been achieved by an employee. There are many definitions or meanings of performance that are
said by experts, but all of them have some similarity in the meaning and meaning of the performance. The definition of performance according to Benardin and Russell (1998:239) is recording the resulting outcome on a specific work function activity during a certain period of time.

According to Benardin & Russell (1998) there are six primary criteria that can be used to measure performance: a. Quality, is the extent to which the process or results of the implementation of activities, b. Quantity, is the amount produced, c. Timeliness is the extent to which an activity is completed, d. Cost-Effectiveness is the degree to which the use of organizational power is maximized to achieve the highest results. e. Need for supervision, is the level to which a worker can carry out a job function, f. Interpersonal impact, is the degree to which employees maintain self-esteem, good name and cooperation between colleagues and subordinates. Armstrong (1998) suggests how to manage performance and how to put it into practice. There are four main factors in performance management, namely: a. Input This concerns individual attributions, such as expertise and knowledge, b. Process How individuals believe in carrying out their work. c. Output Measurable results achieved by individuals according to performance levels, and d. Outcomes What impact the individual's performance has achieved on the results of their team, department, unit or organization.

Organizational Commitment

Organizational commitment is the nature of the relationship between individuals and work organizations, where individuals have confidence in the values and goals of work organizations, are willing to use their business seriously for the benefit of work organizations and have a strong desire to remain part of the work organization. Organizational commitment is defined as a combination of attitude and behavior. According to Sopiah (2008) that there are three components of organizational commitment, namely: a. Affective Commitment, occurs when employees want to be part of the organization because of an emotional bond. b. Continue Commitment, appears when employees stay in an organization because they need a salary and other benefits, or because the employee doesn't find another job. c. Normative Commitment, arises from the values in employees. Employees survive to become members of the organization because of the awareness that commitment to the organization is something that should be done.

Employee commitment to the organization does not just happen, but through a long and gradual process. Employee commitment to the organization is also determined by a number of factors, for example: a. Personal characteristics of performance, including tenure in the organization, and different variations in needs and wants of each employee, b. Job characteristics, such as job identity and opportunities to interact with colleagues, and c. Work experience, such as organizational reliability on the island and the way other workers express and discuss their feelings about the organization.

The Influence of Organizational Development on Civil Servant Performance

Organizational development is a planned effort, which is initiated by process experts to help an organization develop its diagnostic skills, mastery abilities, relationship strategies in the form of temporary or semi-permanent systems, and cultural equality. Basically, organizational development is important because it leads to an increase in organizational effectiveness with the aim of seeking to improve the organization's ability to adapt to environmental changes and changes in the behavior of organizational members (Robbins, 2010). An effective organization will make planned changes to all devices and systems, structure, culture, group dynamics, quality of human resources, business strategies, etc. for the achievement of employee performance which refers to the ability of employees to carry out all the tasks that are their responsibility. These assignments are usually based on predefined success indicators. As a result it will be known that an employee is included in a certain level of performance.
The Influence of Career Paths on Civil Servant Performance

Career can be defined as a series of work activities that are separated and provide a position and meaning in a person's life history (Flippo, 1984). Career planning is a process that individual employees go through to identify and take steps to achieve their career goals (Sunyoto, 2012). Thus an employee needs to take certain steps in order to realize the plan. The various steps that need to be taken can be taken on the initiative of the workers themselves, but can also take the form of activities sponsored by the organization, or a combination of the two. This is one of the most fundamental principles of career development.

The Influence of Organizational Commitment on Civil Servant Performance

Organizational commitment is an attitude that reflects the feelings of like or dislike of employees towards the organization (Robbins in Sopiah, 2008). Organizational commitment has the following three components. First, accept the values and goals of the organization. Second, the desire to strive for the organization. And third, have a strong desire to remain in the organization. Based on the results of research conducted by Ranty Sapitri (2016), that Organizational Commitment which consists of affective commitment, continuation commitment, and normative commitment has a positive and significant effect on the performance of the employees of the Pekanbaru Area State Electricity Company. This, of course, has an effect on organizational commitment on employee performance that will be produced by employees of the Pekanbaru Area State Electricity Company. Commitment is the identification and connection of a person who is relatively strong in the organization. Employees with high organizational commitment have different attitudes compared to those with low commitment. High organizational commitment results in work performance, low levels of absences and low levels of employee turnover.

Conceptual Model

The relationship between the independent variables and the dependent variable can be described as follows:

![Conceptual Model Diagram]

**Figure 1:** The Conceptual Model

Information:
There are two types of variables used in this study, namely:
1. The independent variable (independent variable) is a variable that affects the dependent variable. The independent variables in this study are Organizational Development (X1) and Career Path (X2).
2. The dependent variable (dependent variable) is the variable that is affected. The dependent variable in this study is performance (Y1).
3. Intervening variables are variables that lie between the independent variable and the dependent variable, so that the independent variable does not directly affect the dependent variable. The intermediary variable in this study is organizational commitment (Y2).
RESEARCH METHOD

Location and Research Design

This research was conducted at the Hasanuddin University rectorate building in Makassar in 2019. The research design used a descriptive method with a quantitative approach. By applying the research method, it will be known the influence between the variables studied so as to produce conclusions that will clarify the picture of the object under study.

Population or Samples

Population is a generational area consisting of objects or subjects that have certain qualities and characteristics that are applied by researchers to study and then draw conclusions (Suyanto: 2011). Based on this definition, in this study the population is all civil servant employees who are in the work unit of the Unhas rectorate building and their status is still active, amounting to 239 people. To determine the number of samples, the Slovin formula was used in order to obtain a total sample size of 120 civil servants.

Data Collection Method

To meet the required data a survey method was used. The technique used in the collection of this survey method uses: Observation, with the process of observing directly at Hasanuddin University to find out problems related to the variable to be studied. Questionnaires (questionnaires), by providing or distributing a list of questions to respondents who are the research sample and who provide responses to the list of questions, and literature studies, which are sourced from literature, the internet or previous research results obtained from the library and related to research problems.

Data Analysis Method

The analytical methods used in this study are as follows:

1. Descriptive Analysis
   Descriptive analysis is a way of formulating and interpreting existing data so that there is a clear picture of the influence between the variables studied based on the answers obtained from respondents through questionnaires.

2. Validity Test
   The validity test is used to measure the level of validity or validity of an instrument. A valid instrument means the measuring instrument used to obtain the data is valid. Valid means that the instrument can be used to measure what you want to measure (Sugiyono, 2008). In this study, the validity testing process will be carried out using the SPSS program, then the correlation value of the statement items obtained is $r$ count compared with the $r$ table value. If the $r$ count value is greater than $r$ table, then the questionnaire is declared valid.

3. Reliability Test
   Reliability is an index that shows the extent to which a measuring device can be trusted or reliable. If a measuring device is used twice to measure the same symptoms and the measurement results obtained are relatively consistent, then the measuring device is reliable. In other words, reliability shows the consistency of a measuring device in measuring the same symptoms Singarimbun and Effendi (2008).

4. Path Analysis
   To test the effect of the intervening variables, the path analysis method is used to show the strong influence of the independent variable (X) on the dependent variable (Y). If the path coefficient value is low, below 0.05, then the path effect can be eliminated because it is considered low and insignificant. If the t-count value is greater than t-table and the significant or probability value is less than 0.05 ($p <0.05$), then variable X has a significant effect on variable Y. The path analysis equation used in this study is as follows:
\[ Y_1 = PY_1X_1 + PY_1X_2 + e_1 \]  \hspace{1cm} (1)
\[ Y_2 = PY_2X_1 + PY_2X_2 + PY_2Y_1 + e_2 \]  \hspace{1cm} (2)

**EMPIRICAL RESULTS**

**Path Analysis Model 1**

*The Direct Effect of Organizational Development (X1) and Career Path (X2) on Organizational Commitment (Y1).*

From the results of the path coefficient model 1, organizational development and career paths have a significant effect on organizational commitment because the significance value is <0.05. Path coefficient values are obtained from Standardized Coefficients Beta. The value of R Square is 0.286 which indicates that the contribution of organizational development and career path to organizational commitment is 28.6% while the rest is a contribution from other factors not included in the study. Meanwhile, the value of e1 can be found with the formula \( e_1 = \sqrt{(1 - 0.286)} = 0.714 \). Thus, the path equation for model 1 is: \( Y_1 = 0.113 + 0.469 + 0.741e_1 \). It can be concluded that organizational development and career paths have a strong influence on organizational commitment.

**Path Analysis Model 2**

*Direct Influence of Organizational Development (X1) and Career Path (X2) on Performance (Y2).*

Referring to the results of path analysis model 2, namely organizational development and career paths have a significant effect on performance because the significance value is <0.05. Path coefficient values are obtained from Standardized Coefficients Beta. The value of R Square is 0.150 which indicates that the contribution influencing organizational development and career path to organizational commitment is 15.0% while the rest is a contribution from other factors not included in the study. Meanwhile, the value of e1 can be found with the formula \( e_1 = \sqrt{(1 - 0.150)} = 0.85 \). Thus, the path equation for model 2 is \( Y_1 = 0.082 + 0.273 + 0.103 + 0.85e_1 \). From the data above, it can be concluded that organizational development and career path have a strong influence on performance.

**Indirect Influence**

*The Influence of Organizational Development through Organizational Commitment on Employee Performance*

It is known that the direct effect of organizational development (X1) on performance (Y2) is 0.082, which means that organizational development has a direct effect of 0.82% on employee performance. While the indirect effect of organizational development through organizational commitment (Y1) on performance (Y2) is the multiplication of the Beta value of organizational development (X1) on organizational commitment (Y1) with the Beta value of organizational commitment to performance (Y2), namely \( 0.113 \times 0.103 = 0.011 \) meaning indirectly, organizational development has an effect of 1.1% on performance. The total effect given by organizational development (X1) on performance (Y2) is the direct effect plus the indirect effect, namely 0.082 + 0.011 = 0.093, which means that the total effect of organizational development is 0.93%. Based on the results of the Sobel test, the significance value or probability (p-value) of the indirect effect of organizational development (X1) on performance (Y2) through organizational commitment (Y1) as an intervening variable is 0.002. This value is smaller than 0.05, which means that organizational development has a significant effect on performance through organizational commitment as an intervening variable.

**Influence of Career Paths through Organizational Commitment to Employee Performance**

It is known that the direct effect of career path (X2) on performance (Y2) is 0.273 which means that directly career path (X2) has an effect of 27.3% through organizational commitment (Y1) on performance (Y2) is the multiplication of the Beta value of career path (X2). On performance
(Y2), namely 0.469 x 0.273 = 0.128, meaning that the total effect of career paths on performance is 12.8%. Based on the results of the sobel test, the significance value or probability (p-value) of the indirect effect of career path (X2) on performance (Y2) through organizational commitment (Y1) as an intervening variable is 0.000. This value is smaller than 0.05, which means that career path has a significant effect on performance through organizational commitment as an intervening variable.

As for the direct and indirect influence of organizational development through organizational commitment to employee performance and the influence of career paths through organizational commitment to employee performance.

Table 1. Direct and Indirect Effects

<table>
<thead>
<tr>
<th>No</th>
<th>Variable</th>
<th>Influence</th>
<th>Direct</th>
<th>Indirect</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>The influence of organizational development through organizational commitment to employee performance</td>
<td>0,082%</td>
<td>1,1%</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>The influence of career paths through organizational commitment to employee performance</td>
<td>27,3%</td>
<td>12,8%</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data Processed, 2019

**DISCUSSION**

*The Effect of Organizational Development on Organizational Commitment*

The results of the data analysis conducted show that organizational development affects organizational commitment, so that every time there is an increase in organizational development, the value of organizational commitment will also increase. So it can be said that organizational development contributes to organizational commitment. Based on the results of the data processing of the respondents' responses to the questionnaire, it shows that the civil servants (PNS) of Hasanuddin University have great enthusiasm in achieving each organizational goal, where more respondents agree because every employee must have great enthusiasm in building the organization. Organizational members who are committed to their organization may develop a more positive outlook on the organization and happily without being forced to spend extra energy for the benefit of the organization (Anik and Arifuddin, 2003). This shows that organizational commitment means more than just passive loyalty, but involves active relationships and the desire of employees to make meaningful contributions to the organization. This is in line with the results of research conducted by Chaterina (2012) which states that there is a unidirectional influence between organizational culture and job satisfaction. This shows that the stronger the organizational culture, the higher the job satisfaction felt by employees. According to the author, organizational development is the involvement and participation of all civil servants as a necessity, it will provide an improved problem-solving process so that organizations can better adapt to new technology and challenges.

*The Influence of Career Paths on Organizational Commitment*

The results of the data analysis show that career path affects organizational commitment, this shows that career path is intended so that civil servants (PNS) of Hasanuddin University have higher abilities than previously owned abilities so that they can find out their functions and roles and responsibilities in the work environment. With a career ladder, it is also hoped that these employees can achieve a higher level of commitment. Career path affects organizational commitment, where career path is a formal approach taken by organizations to ensure that people in the organization have the appropriate qualifications and abilities and experience when needed. Therefore, Unhas needs to manage careers and develop them well so that employee productivity is maintained and able to encourage employees to always do their best and avoid work frustration which results in decreased Unhas performance. Management and development of career paths will increase the effectiveness and creativity of human resources that can foster a strong commitment and improve their performance in an effort to support Unhas to achieve its goals. This is supported by the results of research conducted by Djestawana (2012), that an employee will
have a high level of performance if there is a match between work and organizational commitment. If this can be fulfilled, there will be a feeling of responsibility for their work and a willingness to participate in achieving organizational goals through the implementation of organizational duties and commitments. A career path is a series or sequence of jobs / positions / positions that an employee passes and performs during his working life. This can show the development of an individual employee in a career ladder or rank that can be achieved during his tenure in an organization. There are many factors that can affect an employee's career. One of the most supportive is educational background (Sutrisno, 2010). At Hasanuddin University itself applies the level of education and years of service for the career path of each employee so that they have a lot of knowledge to be at the career path determined by Hasanuddin University.

**The Effect of Organizational Development on Employee Performance**

Based on the results of the analysis that has been carried out, the coefficient value of the organizational development pathway on performance is significant, this means that organizational development has a positive and significant effect on performance. If organizational development is improved, performance will also increase. Thus, hypothesis 3 that organizational development has a significant effect on performance is accepted. This shows that the increasing organizational development will affect the performance which will increase as well.

Basically, organizational development at Unhas is carried out because it leads to an increase in organizational effectiveness with the aim of seeking to improve the organizational capacity of every employee at Unhas in adapting to environmental changes and changes in the behavior of employees or organizational members. An effective organization will make planned changes to all devices and systems, structure, culture, group dynamics, quality of human resources, business strategy, and so on.

With the existence of organizational development, it is expected that Hasanuddin University employees are able to carry out organizational tasks and to enforce and expedite the work that has been assigned so that what the organization dreams of can be achieved and get good results. According to Pabundu (2010), an organization, both public and private, is always driven by a group of people who play an active role in achieving the goals the organization wants to achieve. Organizational goals will certainly not be achieved if the performance of members or employees is not optimal. Based on the results of research conducted by Djestawana (2012) on the Influence of Organizational Development, Leadership, Career Paths on Job Satisfaction and Employee Performance at Public Health Centers, which states that Organizational Development affects Employee Performance.

**The Influence of Career Paths on Employee Performance**

The results of the analysis show that career path has a significant value on performance, this means that career path has a positive and significant effect on performance. If the career ladder is improved, the performance will also increase. The existence of a career path given by Unhas has a good influence on its employees, but in order to get a good career advancement it also depends on the performance results provided by the employees themselves. This may be why not all employees can get career advancement. While the conditions in Unhas itself, the opportunity to get a career advancement cannot be owned by every employee because it depends on the employee's own performance.

Thus, hypothesis 4 that career path has a significant effect on performance is accepted. Career paths (Careerer Development) involves a formal, planned and organized effort to achieve a balance between the career needs of an individual and the workforce requirements in an organization. The fact proves that employees are the principal asset of an organization, which is very important in determining the success of achieving the goals and objectives set. In a sense, employees who are not qualified, in carrying out their duties can result in a failure to achieve the expected goals and objectives so that employees are required to have a career path so that their knowledge increases.
This is in line with research conducted by Faradistia (2013) that simultaneously career ladder affects employee performance at Bank Sulut, Calaca Branch. This will encourage an increase in the work performance of its employees. The career path at Hasanuddin University is already good because what is the benchmark in this case is the level of education and tenure of civil servants, so this will give good performance results for Hasanuddin University.

**The Effect of Organizational Commitment on Performance**

The results of the analysis show that organizational commitment has a significant value on performance, this means that organizational commitment has a positive and significant effect on performance. Thus, hypothesis 5 that organizational commitment has a significant effect on performance is accepted. According to Luthan (2006), organizational commitment is a strong desire to remain as a member of a certain organization, the desire to strive in accordance with the wishes of the organization, as well as certain beliefs and acceptance of organizational values and goals. Organizational commitment is an important behavioral dimension that can be used to assess the tendency of employees to stay as members of the organization. High commitment makes individuals care about the fate of the organization and strives to make the organization a better direction. With high commitment, the possibility of performance degradation can be avoided. Organizational commitment plays an important role in improving employee performance. This is in line with the results of research conducted by Nurandini & Lataruva (2014) that affective commitment has a positive and significant effect on employee performance. High job satisfaction will provide high performance. Normative Commitment has a positive and significant impact on employee performance. High normative commitment will provide high performance and Continuance Commitment has a positive and significant impact on employee performance. A high Continuance commitment will provide high performance. This shows that Hasanuddin University employees are willing to stay and devote themselves to achieving work goals because they have the same values and goals in the Hasanuddin University organization. As employees have organizational commitment, their productivity will increase and so will work performance.

**The Effect of Organizational Development on Employee Performance through Organizational Commitment as an Intervening Variable**

Based on the results of data analysis and sobel test, it shows that the path coefficient value of the indirect effect of organizational development on performance through organizational commitment as an intervening variable has a positive and significant effect on performance. Thus, the hypothesis of organizational development has an indirect significant effect on employee performance with organizational commitment as an intervening variable.

Basically, organizational development is important because it leads to an increase in organizational effectiveness with the aim of seeking to improve the organization's ability to adapt to environmental changes and changes in the behavior of organizational members (Robbins, 2010). An effective organization will make planned changes to all devices and systems, structure, culture, group dynamics, quality of human resources, business strategies, and so on.

Effective organizational development influences employees to have greater optimism, self-confidence, and commitment to the goals and mission of the organization. Thus the ways of organizational development behavior in directing employees will affect the organizational commitment of employee performance. The emergence of organizational commitment will create a strong sense of belonging to the organization. With the emergence of a strong sense of belonging, it will make employees happy to work and carry out all obligations and duties without feeling forced so that they can create good performance results. This is in line with research conducted by Faradistia (2013) which states that career level has an influence on employee performance, this means that employees have the opportunity to improve their careers at the Calaca Branch Bank.

**The Influence of Career Paths on Employee Performance through Organizational Commitment as an Intervening Variable**

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Based on the calculation of the indirect effect previously described, the path efficiency value of the indirect effect of career paths on performance through Organizational Commitment as an intervening variable has a positive and significant effect on performance. Thus, the hypothesis of 7 career paths has an indirect significant effect on employee performance with organizational commitment as an intervening variable. Through organizational commitment, employees have the same opportunity regarding career paths at Unhas. Employees can improve their performance through organizational commitment in a way that there must be employee concern for the organization, a strong desire to work for the organization, a strong belief in organizational values and a great willingness to do business for the organization. In addition to career paths, what companies must also pay attention to is organizational commitment because according to Fatema and El (2013), organizational commitment can be seen as the extent to which individuals adopt organizational values and goals and identify them in fulfilling their job responsibilities.

CONCLUSION

Based on the data that has been collected and hypothesis testing has been carried out using the SPSS program, it can be concluded that: Organizational development has a positive and significant effect on organizational commitment. Career path has a positive and significant effect on organizational commitment. Organizational development has a positive and significant effect on performance. Career path has a positive and significant impact on performance. Organizational commitment has a positive and significant effect on performance. Organizational development has a positive and indirect effect on employee performance with organizational commitment as an intervening variable. Thus it will affect the organizational commitment of employee performance. Career path has an indirect positive and significant effect on employee performance with organizational commitment as an intervening variable. Through organizational commitment, employees have the same opportunity regarding career paths at Unhas. In this way there must be employee concern for the organization, a strong desire to work for the organization, a strong belief in organizational values and a great willingness to do business for the organization. From the results of the conclusion, the suggestions that the researchers can convey in relation to the results of the research that have been carried out are as follows: It is hoped that the leaders of Hasanuddin University will still pay attention to the performance of civil servants (PNS) so that the work results obtained are even better. By achieving good performance it will achieve the goals of an organization. Increasing the spirit of organization among employees so that it will have an impact on organizational development thereby increasing the career paths of employees. It is hoped that it can contribute to the repertoire of science, especially human resource management, and can be a reference for researchers who are interested in studying organizational development, career paths on performance through organizational commitment. And further research can further study or connect the above variables with other variables that are considered important to be researched in an organization.

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