

The Effect of Career Development and Compensation to the Job Satisfaction and its Implementation to the Organizational Commitment for the Employee of General Secretariat of Foreign Ministry

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Abstract: The existence of human resources in an organization is a valuable asset for the organization itself. Civil Servants (PNS) or now called the State Civil Apparatus (ASN) as human resources in government become the backbone of the government in running the government. In accordance with Law No. 39 of 2008 concerning the State Ministry, it is stated that the Ministry of Foreign Affairs is one of 3 (three) ministries that cannot be dissolved by the President. Thus the position of the Ministry of Foreign Affairs has a significant role in the government. So with these conditions, it is important for the Ministry of Foreign Affairs to have human resources who are committed to remembering their actions not only in the country but giving Indonesia's image to the international world. The objectives of this study are to find out and explain the effect of career development (x1) and compensation (x2), on job satisfaction (y1) to organizational commitment (y2) in the Ministry of Foreign Affairs. The sample of this research is the employee of general secretariat of foreign ministry by employing descriptive statistics and data analysis technique using SmartPLS version 3.2.7 as the research methodology. The research reveals that career development, compensation, and job satisfaction have positive effect to the organizational commitment, both partially and simultaneously. Partially, only career development has insignificant effect to the job satisfaction, while the remaining variables have significant effect.

Keywords: Civil Servants, Government, Carrer Development, Compensation, Job Satisfaction, Organizational Commitment.

INTRODUCTION

Human resources is not only focusing on the national scale, but also international, a commit human resources becomes an important element in the daily operational of foreign ministry. The commitment of human resources is affected by several factors. In order to identify the factors that might give impact on the human resources commitment in the foreign ministry, the authors conducted a pre-questionnaire as the pilot test that should be filled by 30 employees, in which the most period time of working of the respondents for 6-10 years and it is about 36.7% or for about 11 employees. On the pre-questionnaire, the researchers asked simply about the satisfaction and commitment to the foreign ministry, and on the figure 1.2.2 indicates that 56.7% or 17 employees answered that they feel dissatisfy during working in the foreign ministry. Additionally, the researchers asked about what are the factors that might give satisfaction and hence it could give impact on the employee's commitment in working. From that result, the researchers could figure out several factors that might give satisfaction on the employee's commitment in the foreign ministry, the top 3 (three) variables are career development (36.7%), compensation (33.3%), and leadership style and office facilities with similar percentage (13.3%).

Based on the proposed factors on the pre-questionnaire, the researchers obtained initial results as follows: 1) the issue of career position; 2) the application of meritocracy system as well as reward and punishment; 3) employee management in terms of placement and employee's career development based on competencies and expertise; 4) employee service system (the needs to apply computerization system for employee's administration).

To support the implementation of survey, the researchers conducted a discussion and interview directly with the leaders and certain unit of employee. Based on the direct observation, it could be concluded that compensation, career development, satisfaction and organization commitment become main issues that should be solved by the foreign ministry. Therefore, the issue encourages the researchers to conduct a further research due to that condition, and the

research entitled “The Effect of Career Development and Compensation to the Job Satisfaction and its Implementation to the Organizational Commitment for the Employee of General Secretariat of Foreign Ministry”.

LITERATURE REVIEW

Career development is the activity to help the employees in planning their future career in the organization so they could develop themselves maximumly. According to Rivai and Sagala [1], career development is the process of increasing the work ability of an individual that could be achieved for the career that they wanted for. Meanwhile, job satisfaction is a pleasure feeling of an employee to their work that related to their salary, career opportunity, colleague, equal research work and good treatment from the leader to the employee. Therefore, career development is a continuous process for an individual through their own efforts in order to achieve the purpose of their career planning and being adjusted based on the organization condition. Based on the explanation above, the first hypothesis is as follows:

H.1: Career development has an effect to the employee's satisfaction of Foreign Ministry;

Every working individual definitely needs compensation, the greater compensation that the employee receives so the greater motivation of employee to increase their performance and hence job satisfaction could be achieved [2]. According to Sopiah [3], compensation has positive effect and significant to the job satisfaction and compensation has significant effect to the employee's performance. The research result of Kusuma Ardana [4] also indicates similar results, which is compensation has positive effect and significant to the employee's performance and compensation has positive effect and significant to the job satisfaction.

H.2: Compensation has an effect to the employee's satisfaction of Foreign Ministry;

Career development is a formal approach that conducted by the organization to assure the people in the organization to have qualification and ability as well as compatible experience when needed. Therefore, the company should be able to manage their career and well develop it in order to maintain employee's productivity and able to push them for always giving their best effort of performance and avoid job frustration that will lead to declining the company performance. Applebaum *et al.*, [5] and Cianni and Wnuck [6] stated that the employee who has a systematic model in the employee's career development will have good performance. According to Wibowo [7], career development has positive effect and significant to the organization's commitment and employee's performance.

H.3: Career development and compensation has effect to the employee's satisfaction of Foreign Ministry;

A well career development is very important in increasing the work commitment, decrease the intention to move and increase the work productivity. According to Rivai [8] defines career development as the process of increasing the work ability of an individual that could be achieved in order to achieve the career that they wanted. Based on that description, the research hypothesis is as follows:

H.4: Career development has effect to the organization commitment of Foreign Ministry;

According to Fatimah [9], the compensation that does not really satisfy the employee may decrease the organizational commitment of the employee, job satisfaction and work motivation. The results of research that conducted by Zaid [10] indicates that both, financial and non-financial compensation, social interaction, organization's reward as part of the work characteristics have significant effect with the employee's commitment in the organization and one of it could be achieved through employee's loyalty to the organization. Through compensation satisfaction will lead them to the willingness of having each other and at the end will increase the organizational commitment.

H.5: Compensation has effect to the organization commitment of Foreign Ministry;

Career development is very important since the management could increase the productivity, increase employee's attitude to their job and build higher job satisfaction. Career development is a formal approach that conducted by the company to assure the human resources because career is the needs of employee's satisfaction in a company and have a quite big role in achieving the goals of company that have been decided. According to Saputra [11], career development has positive effect and significant to the employee's job satisfaction and Rivai [12] stated that career development is an important thing because the management could increase the productivity, increase the employee's attitude to their job and build higher job satisfaction. Arrizal [13] found positive effect and significant between job satisfaction and organizational commitment. Various dimensions of job satisfaction such as, salary's satisfaction, colleague's satisfaction, leader's supervision and the job itself are needed for all the employees to fulfill their needs. When all the needs are fulfilled so it will increase the organizational commitment.

H.6: Career development and compensation have effect to the organizational commitment of Foreign Ministry;

According to Fatimah [9], unsatisfied compensation decreases the employee's organizational commitment, job satisfaction and work motivation, while Rivai [1] said that career development is the process of increasing the ability of individual's work that could be achieved in order to achieve the career that they wanted. Chen [14] added that job satisfaction mediates the effect of working period and career path to the career commitment.

H.7: Career development and compensation has effect to the employee’s satisfaction and organizational commitment of Foreign Ministry;

The theoretical framework of this research to relate the relationship of career development, compensation, job satisfaction, and organizational commitment is provided on figure-1.

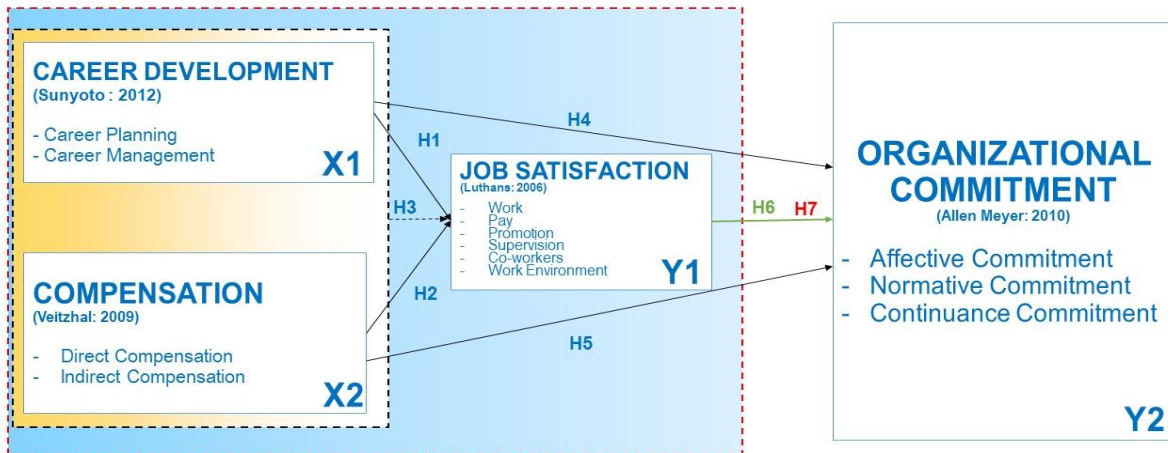


Fig-1: The Theoretical Framework

Table-1: Variable Measurements

Variables/Dimensions	Indicator
Career development (X1) Sunyoto [15]	Suitable interest and expertise (a) The opportunity for career development (b)
Career planning (a)	Distinctness of career planning (c)
Career management (b)	Integrate with HRM plan (a) Spread career information (b) Publication of job vacancy (c) Education and training (d)
Compensation (X2) Veithzal [16]	a) Salary b) Fee c) Incentive
a) Direct compensation	Subsidy (a)
b) Indirect compensation	Health insurance (b) Field trip (c)
Job satisfaction (Y1) Luthans [17]	A challenging job (a) Appropriate income with the job (b)
The job itself (1)	The given promotion opportunity (c)
Salary (2)	Guidance and control from the superior (d)
Promotion (3)	Relationship with the colleagues (e)
Supervision (4)	The given facilities (f)
Colleague (5)	
Work condition (6)	
Organization commitment (Y2) Allen Meyer [18]	Strong reliance and acceptance to the purpose and organization values (a)
Affective commitment (1)	Strong desire to work for the organization (b)
Normative commitment (2)	Strong desire for staying as a member of organization (c)
Continuance commitment (3)	

METHODOLOGY

This research applied quantitative research by using primary data in form of survey. In order to have complete and relevant data, researchers also use secondary data by utilizing the performance or financial report in 2016 that issued by Foreign Ministry of Republic of Indonesia to support its primary data. This research is conducted to understand, explain, analyze the correlation between independent variable to the dependent variable.

This research population is fixed and bounded for the employee of foreign ministry in the unit of general secretariat for about 510 people. The researchers applied Slovin’s method in determining the research sample with the

error tolerance for 9% and the results of total sample in this research could be determined afterwards. Therefore, by using Slovin's method, the total sample is acquired for about:

$$n = \frac{N}{1 + N \cdot e^2}$$
$$= \frac{510}{1 + 510 (0,09)^2} = 99 \text{ respondents}$$

Where:

n	=	Sample
N	=	Population
e	=	Standard Error

Based on the calculation above, the researchers decided to have the sample for 99 respondents from 510 total employee in the foreign ministry of Republic of Indonesia, based on the employee data on May 2018. Several techniques are applied during data collection, those are; 1) Unstructured interview, it was executed before conducting the research and directly questioned to the employee to know the factors that might impact the objective of the study; 2) Questionnaire, for 99 out of 510 employees as the respondents from the total employee population of general secretariat. The purpose of this questionnaire to find complete information regarding the issue or problems from the respondents through the questions that made by researchers; 3) Documentation, the researchers collect the resources from books, documents, and employee's data of foreign ministry regarding the dependent and independent variables.

This research applied the analysis data techniques by utilizing *SmartPLS version 3.2.7* and being run by computer. Partial Least Square (PLS) is a structural equation model (SEM) analysis by using its variant simultaneously to test measurement model as well as structural model. Measurement model is utilized to run validity and reliability test, while structural model is utilized to run causality test (hypotheses test my using prediction model). Through PLS approach, it assumes that all the variances could be used to explain the data analysis technique in the research and it is divided into two, such as:

- Descriptive statistic analysis is an empirical analysis that describe any information that obtained to figure or explain certain cases (who/what, when, where, how, and how many) and its is collected in the research [19]. Those data are from the respondents' answers for the items on the questionnaire. Researchers will process the acquired data by separating it into categories, do the tabulation and explain afterwards.
- Inferential statistic analysis is a statistic technique that will be used to analyze data sample and the results will be used for the population [20]. Along with the hypotheses, thus the inferential statistic data analysis in this research will be using SmartPLS software (Partial Least Square) for its outer model, inner model and hypotheses measurements.

RESULTS AND DISCUSSIONS

Data analysis results are prepared descriptively from each obtained variable. This research acquired 99 civil servant respondents of foreign ministry employee. Descriptive statistic is divided into mean (M), media (Me), modus (Mo), and standard deviation (SD). Based on the results, there are 32 female employees with the percentage for 32.32%, while 67 male employees with the percentage for 67.68%. Based on the education background, there is no even one employee who only acquired senior high school with 0%, there are 15 employees with 15% who acquired D3, 80 employees or 81% who acquired S1 and it dominates the education background, and there are 4 employees who acquired S2 with 4% among all. Education level has big impact on the ability and self-confidence of its employees. The higher the degree they acquired, lead them to higher responsibility as well. Moreover, it can be a consideration to lead a team because they are expected to have the ability to solve more complicated problems compare to the other employees who are not having that high education level. Additionally, 6-10 years of working period is the longest working period in this research with 67 employees.

Descriptive statistic analysis is used to understand the tendency of questionnaire's answer or how far the response of respondents based on the category choices by using likert scale from the scale of 1 (totally disagree) until 5 (totally agree) for each statement of variables. Based on the collected data, it is then tabulated to know the answer's distribution from each indicator for each research variable and the results indicates as follows:

- Carrier Development variable has mean for 2.50. This indicates that the career development for the employees of general secretariat in foreign ministry is quite bad.
- Compensation variable has mean for 2.97. It indicates that the compensation that given to the foreign ministry's employees is still limited even though it is quite satisfied.
- Job satisfaction variable indicates the mean for 2.67. Hence, it means that job satisfaction at foreign ministry is quite low. The lowest score is indicated by Y1.4 indicator for about 2.60. This indicator indicates to promotion for for all the employees. In the other words, foreign ministry has not given promotion opportunities to the entire employees.

- Organizational commitment variable has 2.94 for its mean. It indicates quite low of organizational commitment in foreign ministry.

The measurement of evaluation model (outer model) is executed to understand the validity and reliability that connect among indicators with the latent variable. Convergent validity test is executed by investigating the reliability of individual item, internal consistency, or construct reliability, and average variance extracted. Convergent validity evaluation from the investigation of individual item reliability could be measured from the value of standardized loading factor. Standardized loading factor assesses the correlation between each item of indicator with its construct. Loading factor value that applied in this research is > 0.5 , hence if the loading factor value is < 0.5 on the calculation model result (outer model) it will be excluded from the model, and the results as below:

- Indicator from each career development variable indicates loading factor value for > 0.50 . This result revealed that all the tenth indicator of career development variables are all valid and will be used in this research or are not being excluded from the model.
- Indicators of compensation variable in this research indicate the loading factor value for > 0.50 . This result revealed that the eighth indicators of compensation variable are all valid and will be used for the model or are not excluded from the model.
- Indicators of job satisfaction variable in this research indicate the loading factor value for > 0.50 . This result revealed that the nine indicators of job satisfaction are all valid and will be used for the model or are not being excluded from the model.
- Indicators of organizational commitment in this research indicate the loading factor value for > 0.50 . This result revealed that the nine indicators of organizational commitment are all valid and will be used for the model or are not excluded from the model.

Convergent validity evaluation from the investigation of Average Variance Extracted (AVE) describe the amount of variant or variant of manifest variable that could be possessed by its latent construct. The greater variant of manifest variable that could be possessed by its latent construct, the greater representation of manifest variable to the latent construct. Convergent validity evaluation from the investigation of Average Variance Extracted (AVE) could be measured from its AVE value based on the data tabulation with SmartPLS version 3.2.7.

Table-2: The Mean Value of Average Variance Extracted (AVE) for Each Variable

Variable	Average Variance Extracted (AVE) Value
Career Development	0.818
Compensation	0.856
Job Satisfaction	0.550
Organizational Commitment	0.727

Based on the table above, it reveals that all the variables have > 0.50 of AVE value. Those are 0.818 for career development, 0.856 for compensation, 0.550 for job satisfaction, and 0.727 for organizational commitment. Convergent validity evaluation from the investigation of internal consistency reliability could be measured from the value of Cronbach's Coefficient Alpha and Composite Reliability (CR) that provided on table below. The table provided is a result of SmartPLS version 3.2.7.

Table-3: Cronbach's Coefficient Alpha dan Composite Reliability (CR) Value before Modified

Variable	Cronbach's Coefficient Alpha	Composite Reability (CR)
Career Development	0.817	0.899
Compensation	0.832	0.922
Job Satisfaction	0.769	0.840
Organizational Commitment	0.816	0.889

Based on table above, it reveals the value of Cronbach's Coefficient Alpha for carrer development, compensation, job satisfaction and organizational commitment more than 0.6 or even close to 1 and its Composite Reliability (CR) value is more than 0.7. This value is more than the standard, each of it are > 0.6 and > 0.7 , and hence all the variables in this research are reliable. For the structural model evaluation (inner model) or hypothesis test in this research is proceed on several steps, such as evaluating path coefficient value, R^2 value evaluation, effect size f^2 measurement, validate the entire structural model by using Goodness of Fit Index (GoF), as well as execute predictive relevance test (Q^2). Meanwhile, based on SmartPLS version 3.2.7 calculation using bootstrapping and it reveals the result for path coefficient that explain the relationship between construct/variable as shown on table below:

Table-4: Path Coefficient Test Result

	Original sample (O)	Mean Sample (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)
Career development (x1) -> Job satisfaction (y1)	0.129	0.132	0.115	1.119
Career development (x1) -> Organizational commitment (y2)	0.169	0.155	0.089	1.896
Compensation (x2) -> Job satisfaction (y1)	0.611	0.619	0.057	10.643
Compensation (x2) -> Organizational commitment (y2)	0.253	0.240	0.105	2.406
Job satisfaction (y1) -> Organizational commitment (y2)	0.541	0.562	0.106	5.104

Based on the table above, it could be concluded that: 1) coefficient parameter for career development (X1) to the Job satisfaction (Y1) is 0.129 that indicates there is influence between career development to the job satisfaction. T-statistic value is 1.119 < t-table 1.66 that indicates insignificant; 2) coefficient parameter for career development (X1) to the organizational commitment (Y2) is 0.169 that indicates there is influence between career development to the organizational commitment. T-statistic value is 1.896 > from t-table 1.66 that indicates significant; 3) coefficient parameter for compensation (X2) to the job satisfaction (Y1) is 0.611 that indicates there is influence between compensation to the job satisfaction. T-statistic value is 10.643 > from t-table 1.66 that indicates significant; 4) coefficient parameter for compensation (X2) to the organizational commitment (Y2) is 0.253 that indicates there is influence between compensation to the job satisfaction. T-statistic value is 2.406 > from t-table 1.66 that indicates significant; 5) coefficient parameter for job satisfaction (Y1) to the organizational commitment (Y2) is 0.541 that indicates there is influence between job satisfaction to the organizational commitment. T-statistic value is 5.104 > from t-table 1.66 that indicates significant.

To evaluate R² value based on the calculation of algorithm SmartPLS version 3.2.7, the result revealed that R² is 0.432 for job satisfaction and 0.639 for organizational commitment. The R² value indicates the determination level of exogenous variable (career development and compensation) to the endogenous is quite high. Simultaneous influence of career development and compensation to the job satisfaction (KEPS) could be measured through f statistic by using the equation: R² = 0.432 (KEPS).

$F \text{ statistic} = \frac{\frac{R^2}{(k-1)}}{1-R^2/(n-k)}$ <p>F statistic = 0.144 / 0.006</p>	$F \text{ statistic} = \frac{\frac{0.432}{(4-1)}}{1-0.432/(99-4)}$ <p>F statistic = 24,085</p>
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Simultaneous influence of career development and compensation to the organizational commitment (KORGI) could be measured through f statistic by using the equation:

$R^2 = 0.639 \text{ (KORGI)} \quad F \text{ statistic} = \frac{\frac{R^2}{(k-1)}}{1-R^2/(n-k)}$ <p>F statistic = 0.213 / 0.004</p>	$F \text{ statistic} = \frac{\frac{0.639}{(4-1)}}{1-0.639/(99-4)}$ <p>F statistic = 56.053</p>
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The significance test result simultaneously is being tested to test hypotheses 3 and 7 in this research. F statistic value revealed for 24.08 and 56.05 with its F table value of alpha 0.05 is 2.46. The result indicates that f statistic > f table (2.46), hence H3 and H7 are accepted, while Ho is rejected. Effect size f² measurement is also conducted to know the impact of exogenous variable to endogen variable or to know the model fitness. The value for 0.02 indicates has weak impact, 0.15 has moderate impact, and 0.35 has strong impact. The results of effect size value (f square) are: 1) f square value of career development to job satisfaction is 0.027. It reveals that career development has weak impact on the structural level; 2) f square value of compensation on job satisfaction is 0.608 that proved a strong impact to the structural level; 3) f square value of career development to organizational commitment is 0.072 that proved a weak impact of career development to on the structural level; 4) f square value of compensation on organizational commitment is 0.102 that reveals moderate impact of compensation to the structural level; 5) f square of job satisfaction to the organizational commitment is 0.461 that reveals a strong impact of job satisfaction to the structural level.

To validate the entire structural model with Goodness of Fit index (GoF) is to validate the composite performance of outer model and inner model that obtained from the calculation as follows:

$$GoF = \sqrt{AVE \times R^2}; GoF = \sqrt{0.737 \times 0.138}; GoF = \sqrt{0.101}; GoF = 0.317$$

Where: AVE (mean AVE for entire variables) = 0.737; R square = (0.432 x 0.639) / 2 = 0.138.

The result of Goodness of Fit Index (GoF) indicates amounted 0.317 (medium scale). Based on that result, it can be concluded that both models are quite good since the value of GoF is greater than 0.25 (medium scale of GoF). Besides, predictive relevance (Q²) test is also being tested to validate the model with the results as follows:

$$Q2 = 1 - (1 - R1^2) (1 - R2^2); Q2 = 1 - (1 - 0,432) (1 - 0,639); Q2 = 1 - (0,568) (0,361); Q2 = 1 - 0,205; Q2 = 0,795.$$

The result reveals that Q² value is 0.795. In this research model, the endogenous variable has Q² value that greater than 0 (zero) and hence its exogeneous variable could predict the endogenous variables in which organizational commitment. In the other words, this proves the model has quite better predictive relevance.

Hypotheses test about the impact of exogeneous variable; career development (ξ1), compensation (ξ2) to the endogenous variable of job satisfaction (η1) both partially and simultaneously as well as career development (ξ1), compensation (ξ2), and job satisfaction (η1) to the endogenous variable of organizational commitment (η2), and the following content is regarding the effect of mediator or mediator effect of organizational commitment.

Table-5: The Impact of Independent Variables to the Dependent Variable partially

	T Statistic (O/STDEV)	P Values
Career Development (x1) -> Job Satisfaction (y1)	1.119	0.264
Career Development (x1) -> Organizational Commitment (y2)	1.896	0.059
Compensation (x2) -> Job satisfaction (y1)	10.643	0.000
Compensation (x2) -> Organizational Commitment (y2)	2.406	0.016
Job satisfaction (y1) -> Organizational Commitment (y2)	5.104	0.000

Table-6: The Impact of Independen Variables to the Dependent Variable Simultaneously

	R square	F Statistic	F Table	Alpha	Conclusion
(CD, COM) -> JS	0.432	24.08	2.46	0.05	FStat > FTable (H ₃ accepted)
(CD, COM, JS) -> OC	0.639	56.05	2.46	0.05	FStat > FTable (H ₇ accepted)

The statistic results are provided on the table above for structural model with the hypothes as follows: 1) Hypothesis 1 – career development has effect to the job satisfaction. Path coefficient obtained for 0.264 and hence H1 is rejected (p > 0.05) which means that Career development has no significant effect to the job satisfaction; 2) Hypothesis 2 – Compensation has effect to the job satisfaction. Path coefficient is obtained for 0.6111 and p value for 0.000. Thus, H2 is accepted (p < 0.05) and it proves that compensation has positive effect and significant to the job satisfaction; 3) Hypothesis 3 – career development and compensation has effect to the job satisfaction. These variables have (R²) for 0.432 with f statistic value 24.08 and f table on alpha 0.05 is 2.46. This result indicates that f statistic (24.08) > f table (2.46), hence H3 is accepted and H0 is rejected. In short, it could be concluded that hypothesis 3 is proved as career development and compensation have positive effect and significant to the job satisfaction; 4) Hypothesis 4 – Career development has effect to the organizational commitment and the path coefficient is obtained for 0.169 with the p value for 0.059. Therefore, H4 is accepted (p < 0.05). Career development has significant effect to the organizational commitment; 5) Hypothesis 5 – Compensation has effect to the organizational commitment. 0.253 is obtained for the path coefficient with the p value for 0.016. Hence, H5 is accepted (p < 0.05), it means that compensation has significant effect to the organizational commitment; 6) Hypothesis 6 – Job satisfaction has effect to the organizational commitment and the path coefficient is obtained for 0.541 with the p value for 0.000. Therefore, H6 is accepted (p < 0.05). Job satisfaction has significant effect to the organizational commitment; 7) Hypothesis 7 – Career development, compensation and job satisfaction have effect to the organizational commitment. The (R²) value for career development, compensation, and job satisfaction is 0.639 with the f statistic for 56.05 and f table of alpha for 0.05 is 2.46. The result reveals that f statistic (56.05) > f table (2.46), hence H7 is accepted and H0 is rejected. In the other words, it proves that career development, compensation, and job satisfaction have significant effect to the organizational commitment.

In order to measure the correlation between dimensions of variable X with the dimensions of variable Y1 and Y2 as well as on variable Y1 with the dimensions of variable Y2, correlation analysis among dimensions is conducted. Career development dimension is consisting of 2 dimensions, compensation has 2 dimensions, job satisfaction is

described into 5 dimensions and there are 3 dimensions for organizational commitment dimensions. The purpose of correlation matrix between dimensions is to understand the independent variable dimensions (career development and compensation) that has the highest correlation value with the dependent variable dimensions Y1 (job satisfaction and dependent variable dimension Y2 (organizational commitment) and also to understand the dependent variable dimensions Y1 (job satisfaction) that has the highest correlation with dependent variable dimension Y2 (organizational commitment).

Table-7: Matrix Correlation Results among Independent Variable Dimensions and Dependent Variable

Variable /Dimensions	Job Satisfaction (Y1)					Organizational Commitment (Y2)		
	Facilit y	The job itself	Promot ion	Colleag ue	Supervisi on	Affecti ve	Contino us	Normati ve
	y1.1	y1.2	y1.3	y1.4	y1.5	y2.1	y2.2	y2.3
Career Development (X1)								
Career management .1	.260**	.369**	.336**	.193	.284**	.408**	.292**	.403**
Career planning .2	.015	.091	.232*	-.051	.336**	.140	.209*	.149
Compensation (X2)								
Direct .1	.594**	.526**	.283**	.579**	.035	.610**	.405**	.542**
Indirect .2	.496**	.506**	.261**	.584**	-.037	.622**	.326**	.471**

Table-8: Matrix Correlation Results among Dependent Variable Dimensions and Its Dependent Variable

Variable/Dimensions	Organizational Commitment (Y2)		
	Affective	Continous	Normative
Job Satisfaction (Y1)	y2.1	y2.2	y2.3
Facility	.640**	.429**	.423**
The job itself	.793**	.531**	.564**
Promotion	.405**	.321**	.272**
Colleague	.740**	.441**	.467**
Supervision	.042	.136	-.051

Based on the table above, it could be concluded that: 1) the highest dimension correlation is career management to the job itself for career development to the job satisfaction for about 0.369. Meanwhile, the lowest correlation on this variable is career planning dimension to the colleague for -0.51, even it has negative correlation; 2) the highest dimension correlation for career development to the organizational commitment is career management to affective commitment for about 0.408; 3) in terms of compensation to the job satisfaction, the highest correlation indicates between direct compensation dimensions to the facility for about 0.594, while the lowest correlation is indirect dimension to the promotion which is for about 0.261; 4) in terms of compensation to the organizational commitment, the highest correlation proved for indirect compensation to the affective commitment for about 0.622; 5) the highest correlation for job satisfaction to the organizational commitment variable is the job itself dimension to the affective commitment for about 0.793.

This research results indicate that career development has no effect significantly to the job satisfaction. Career development has significant effect directly to the organizational commitment. When career development and compensation is mediated by job satisfaction, the effect becomes significant to the organizational commitment. Besides, job satisfaction also has effect directly and significant to the organizational commitment. Furthermore, the discussions and interpretation based on the results of this research for each variable that related to the theory as well as review are as follows:

1. The effect of career development to the job satisfaction (Hypothesis 1).

The result proved that there is effect of career development to the job satisfaction. This result is different from Jusuf *et al.*, [21]. They stated that the better its career development, then the higher job satisfaction will be. However, this result is in line with Mabrurroh *et al.*, [22] that career development has no effect to the job satisfaction. Based on this research result, there is an opportunity to conduct further study with the same variable.

2. The effect of compensation to the job satisfaction (Hypothesis 2).

The research result proved that there is positive effect and significant of compensation to the job satisfaction. It means that the higher compensation that received by the employee may lead to higher job satisfaction.

3. The effect of career development and compensation to the Job satisfaction (Hypothesis 3).

The result of tis research revealed that hypothesis 3 is supported. It reveals that career development and compensation has positive effect and significant to the job satisfaction and it is supported by the data of foreign ministry employee.

It could be concluded that career development and compensation have effect to the job satisfaction simultaneously in the unit of general secretariat of foreign ministry.

4. **The effect of career development to the organizational commitment (Hypothesis 4).**

The result proved that career development has effect and significant to the organizational commitment on foreign ministry employee.

5. **The effect of compensation to the organizational commitment (Hypothesis 5).**

The research result proved that compensation has effect and significant to the organizational commitment on foreign ministry employee.

6. **The effect of Job satisfaction to the organizational commitment (Hypothesis 6).**

This research result reveals that compensation has significant effect to the organizational commitment on foreign ministry employee.

7. **The effect of career development, compensation, and job satisfaction to the organizational commitment (Hypothesis 7).**

Hypothesis 7 is proved that reveals the variables of career development, compensation, and job satisfaction have positive effect and significant to the organizational commitment and it is supported by the data from foreign ministry.

There are still many other factors that influence Organizational Committees. Furthermore, Organizational Commitment also impacts on Organizational Performance. Organizational performance has many factors that influence and can also have an impact on Organizational Commitments. This is based on the results of research including:

- Agussalim, A. H., Ayu, R. P. M., & Hapzi, A [23], Work Discipline and Work Spirit have a positive and significant effect on Employee Performance both partially and simultaneously. Pratama Case Study at Padang's Second Service Office. There are still other factors that affect employee performance, therefore further research is still needed.
- Aima, H., & Ali, H [24], Competence and Motivation have a positive and significant effect on Employee Performance both partially and simultaneously (Case Study at PT Bank Bukopin, Tbk Center). There are still other factors that affect employee performance, therefore further research is still needed.
- Ansori, A., & Ali, H [25], Competence and Promotion have a positive and significant effect on the Performance of Civil Servants at the Bungo District Secretariat, both partially and simultaneously. There are still other factors that affect Employee Performance, therefore further research is needed.
- Riyanto, S., Sutrisno, A., & Ali, H [26], Work Motivation and Work Environment have a positive and significant effect on Employee Performance on the Indonesia Stock Exchange, both partially and simultaneously. There are still other factors that affect employee performance, therefore further research is still needed.

CONCLUSIONS AND RECOMMENDATIONS

Based on the research results and its discussion, the conclusions are as follows:

- Career development has positive effect but not significant to the job satisfaction with the strongest correlation for its dimension is career management.
- Compensation has positive effect and significant to the job satisfaction with facility as the strongest dimension in terms of its correlation.
- Career development and compensation has positive and significant effect to the job satisfaction simultaneously.
- Career development has significant effect directly to the organizational commitment on foreign ministry employee.
- Compensation has significant effect directly to the organizational commitment on foreign ministry employee.
- Job satisfaction as mediator variable in this research has significant effect to the organizational commitment on foreign ministry employee.
- Career development, compensation, and job satisfaction have positive effect and significant simultaneously to the organizational commitment.

Based on the discussion and conclusions above, researchers would give several recommendations for the future research, those are:

- The foreign ministry should pay more attention to the career development and compensation for the employees because these might give impact to the organizational commitment of its employees. To build that commitment, the role for career development and compensation are highly needed. Career development has direct significant impact to the organizational commitment, particularly on the career management because it has the highest impact statistically. This should be considered by the institution in giving the same opportunities to the employees in order to develop their career without discriminating certain employees. The institution should keep improving to increase the employees' prosperity by giving proportionate compensation based on their performance. The compensation as per this research result is highly expected to the increasing facility in terms of health insurance that received by the employees. Direct compensation could be in form of adjustment salary, a better subsidy for performance or even indirect compensation.

- The researchers expected that the future research could conduct deeper investigation in terms of the variables that could give impact to the job satisfaction. Since job satisfaction as a mediator has high impact to the organizational commitment based on this research, it is found that there are high possibilities of job satisfaction to give other impact to the other variables.

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