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THE INFLUENCE OF TASK DEMANDS AND CAREER DEVELOPMENT ON ORGANIZATIONAL COMMITMENT THROUGH EMPLOYEE JOB SATISFACTION AT THE NENE MALLOMO REGIONAL GENERAL HOSPITAL SIDRAP REGENCY

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Abstract

The aim of this research is to determine and analyze the influence of task demands and career development on organizational commitment through job satisfaction at the Nene Mallomo Regional General Hospital, Sidrap Regency. This research uses a quantitative approach with survey methods. This research was carried out at the Nene Mallomo Regional General Hospital, Sidrap Regency. The research time was two months. The population in this study were all employees at the Nene Mallomo Regional General Hospital, Sidrap Regency, totaling 287 people with a sampling technique using slovin so that the total sample used was 164 people. For data collection using a questionnaire with a Likert scale as an alternative answer option. The data analysis technique uses path analysis with SPSS. The research results show that task demands and career development have a significant effect in increasing job satisfaction and organizational commitment, especially at the Nene Mallomo Regional General Hospital, Sidrap Regency. These two factors not only play a direct role in strengthening organizational commitment, but also play a role through job satisfaction as a mediating variable. Research findings at the Nene Mallomo Regional General Hospital, Sidrap Regency, strengthen this, showing that job satisfaction can increase the influence of task demands and career development on organizational commitment. Thus, effective management of task demands and providing good career development opportunities is the key to creating a work environment that supports increased organizational commitment through increased job satisfaction.

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1 Introduction

Human resources (HR) as the driving force of an organization have a role in determining the success and continuity of the operations of an organizational entity. Quality HR is not only a valuable asset, meaning that HR with good quality is not only considered a valuable asset for an organization, but also as a fundamental and strategic element in supporting the success and sustainability of the entity's operations. HR quality not only includes technical skills and knowledge, but also involves aspects such as interpersonal skills, commitment, and involvement that can form a solid foundation for the continuity and development of the organization. By having quality HR, organizations can more easily adapt to changes in the work climate, increase productivity, and create a progressive and innovative work environment.

The relationship between HR and the organization becomes dynamic and interrelated, where HR quality can have a significant impact on organizational commitment. As a concrete example, we can see the changes that occur in organizational commitment after the implementation of an effective human resource management

strategy. A study conducted by Hasibuan (2018) on the influence of leadership, work environment, and work motivation on employee performance shows that improvements in HR management can increase employee commitment to the organization. such as providing career development opportunities and relevant training to employees. The results of this study imply that investment in HR development has the potential to have a positive impact on organizational commitment.

In improving organizational commitment, measured through increased employee retention, increased productivity, and higher levels of employee satisfaction. Therefore, it is an important momentum for organizations to understand that improving employee quality can have a positive effect on organizational commitment and, in turn, improve organizational performance and sustainability in the long term. Quality employees contribute positively to organizational progress. When an organization has competent, skilled, and educated employees, they are able to carry out their duties more efficiently and effectively. Employees who have high competence can respond to change more quickly and can provide creative solutions to challenges faced by the organization. In addition, it is also reflected in increased productivity and quality of work. Employees who have skills and knowledge that match the demands of their jobs tend to provide better results. This can help organizations achieve competitive advantage, improve reputation, and expand market share. In addition, high-performing employees can create a positive and proactive work environment, forming an achievement-oriented organizational culture.

Organizational commitment, which can be defined as the willingness and desire of employees to make maximum contributions to the organization, is a reflection of employee quality. Organizational commitment is the strong will or desire of members of the organization to remain, work and have a sense of belonging to the organization (Hwei & Santosa in Sheilina, 2023). Therefore, organizational commitment can be interpreted as a form of loyalty possessed by members of the organization. A high level of commitment has the potential to increase organizational justice, considering that members of the organization will try wholeheartedly to achieve organizational goals (Putri, et al., 2018).

Commitment to the organization encourages an individual's emotional attachment to the organization, so that the individual tends to identify and internalize the values and activities of the organization. The stronger the identification, the deeper the internalization of organizational values, which ultimately increases individual involvement in organizational activities. One of the impacts of this process is seen in employee performance. Organizational commitment is an important indicator in assessing employee performance. Employees who have high commitment are expected to be able to show optimal performance, contributing significantly to achieving organizational goals (Apriana, 2021).

Employees who feel valued, supported, and have opportunities for career development tend to have a high level of commitment to the organization where they work. Factors such as fair human resource management policies, effective communication, and transparent performance appraisals can provide positive encouragement for employee commitment. Thus, the quality of an employee not only contributes to the achievement of organizational goals in general but also influences the work climate that supports the formation of a strong commitment.

Bakotic (2013) stated that job satisfaction is often shown by how he likes the job itself and the level of enjoyment in doing the job, generally it can be stated that job satisfaction is a feeling of comfort and positive relationships between fellow employees. Individuals who express satisfaction in their work tend to be more productive, have high involvement and are less likely to resign compared to employees who feel less satisfied (Sowmya in Hardianti, 2019). Job satisfaction can provide a pleasant and happy feeling in doing work, besides

maintaining job satisfaction will encourage employees to work enthusiastically and ultimately will help the company in achieving the desired goals (Anas, 2013). Ensuring that employees feel satisfied with their work is very vital, because this satisfaction has positive implications for their attitudes and behavior. Job satisfaction can motivate employees to work efficiently and productively. Job satisfaction not only has an impact on individual behavior, but is also closely related to the performance and output produced.

An employee's loyalty will increase if the demands of his/her job are in accordance with his/her competence and he/she feels happy while carrying out his/her job. Basically, a person will not feel burdened with his/her job if he/she gets comfort and can synergize with his/her environment. The demands of the job will be shaped by the character of the job in question, for example the level of difficulty, working conditions, work requirements and skill level (Putri, 2018). Several studies have found that the demands of the job have an influence on organizational commitment (Zuraida et al, 2013; Rizal, 2018; Ventarini & Iskandar, 2015).

Career development is one of the factors that influences organizational commitment. Career development aims to improve the technical, theoretical, conceptual, and moral abilities of employees so that their work performance is good and they achieve optimal results. Proper career planning will make employees more responsible for their careers in the organization (Ginting, 2021). Improving career development is a lifelong process that involves being ready to be chosen, making decisions, and continuously making choices from various jobs that exist in society (Pageno, 2021). This career development process is also greatly influenced by the dynamic interaction between individuals, contextual, mediating environments, and outputs. According to Andrew (2017), career development is an employee activity that helps employees plan their future careers in the organization, with the aim that the organization and employees can develop their potential optimally. Human Resource Development in an organization is not enough just through a theoretical approach. Practical efforts are needed which have a significant positive impact on guiding individual behavior in an organizational context.

Career development in an organization requires a thorough examination of two key processes: individual career planning and the organization's implementation of career development programs. Career planning is the process by which individuals can identify their career goals and take concrete steps to achieve them. This process involves setting specific career-related goals and developing a structured plan to achieve those goals. With career planning, individuals can focus more on developing the skills and competencies needed, so that they are able to adapt to changes and demands in a dynamic work environment (Mulia, 2019).

2 Research Method

This study adopts a quantitative approach, in accordance with the conceptual framework introduced by Sugiyono (2018). Quantitative methods are defined as a research approach rooted in the philosophy of positivism. This approach is used to investigate phenomena at the population or sample level, focusing on data collection through research instruments and statistical analysis. The main purpose of quantitative methods is to describe and test previously formulated hypotheses. In this case, the study uses a survey method to analyze the effect of task demands and career development on organizational commitment, with job satisfaction as a mediator. The survey method, as stated by Sugiyono (2018), is a quantitative approach used to collect data on beliefs, opinions, characteristics, behaviors, and relationships between variables over a certain period of time, both past and present. This method is also applied to test hypotheses that have been formulated related to the variables that are the focus of the study. By using quantitative methods and survey methods, this study is directed at an in-depth understanding of the effect of task demands and career development on organizational commitment, with employee job satisfaction as a mediator. This approach allows researchers to detail and analyze data statistically, contributing to an empirical understanding of the dynamics of interactions between the variables

studied. This research was conducted at the Nene Mallomo Regional General Hospital, Sidrap Regency. The research period was two months, starting in March - April 2024. According to Sugiyono (2018) Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to study and then draw conclusions. The population in this study were all employees at the Nene Mallomo Regional General Hospital, Sidrap Regency, totaling 287 people.

3 Result and Discussion

Testing in this study was conducted by linking each item statement given to respondents with the total overall item score. The correlation technique applied to test the validity of the statement items in this study was the Pearson Product Moment correlation. If the correlation coefficient value of the statement items tested is greater than the critical r of 0.30, then the statement item is considered valid. Conversely, if the coefficient value is less than 0.30, the statement item is considered invalid.

Table 1. Results of the Validity Test of Task Demand Variables (X1)

Indikator Pernyataan	Nilai <i>Pearson Product Moment</i>	r-Kritis (0,30)	Status
X1.1	0,829	0,30	Valid
X1.2	0,868	0,30	Valid
X1.3	0,841	0,30	Valid
X1.4	0,834	0,30	Valid
X1.5	0,765	0,30	Valid

Source: Processed primary data, 2024

In Table 1, it can be seen that all statement items from the task demand variable (X1) show correlation values exceeding 0.30, with a range of values between 0.765 and 0.868. This indicates that each item in the task demand variable has good validity, in accordance with the minimum criteria that have been set. This fairly high range of correlation values also indicates that the statement items have a strong relationship with the total score, so they can be considered as valid constructs to measure the task demand variable in this study.

Table 2. Results of the Validity Test of Career Development Variables (X2)

Indikator Pernyataan	Nilai <i>Pearson Product Moment</i>	r-Kritis (0,30)	Status
X2.1	0,872	0,30	Valid
X2.2	0,806	0,30	Valid
X2.3	0,786	0,30	Valid
X2.4	0,707	0,30	Valid
X2.5	0,809	0,30	Valid

Source: Processed primary data, 2024

In Table 2, it can be seen that all statement indicators of the work commitment variable (X2) have a correlation value exceeding 0.30, with a range of values between 0.707 and 0.872. This high correlation value

indicates that each indicator in the variable has strong validity, in accordance with the minimum standards that have been set. This significant range of values confirms that the statement items have a close relationship with the total score, so they can be relied on as a valid construct to measure the career development variable in this study.

Table 3. Results of the Validity Test of Job Satisfaction Variables (Y)

Indikator Pernyataan	Nilai <i>Pearson Product Moment</i>	r-Kritis (0,30)	Status
Y.1	0,869	0,30	Valid
Y.2	0,771	0,30	Valid
Y.3	0,877	0,30	Valid
Y.4	0,836	0,30	Valid
Y.5	0,894	0,30	Valid

Source: Processed primary data, 2024

Based on Table 3, it can be observed that each statement item of the Job satisfaction variable (Y1) shows a correlation value exceeding 0.30, with a range of values between 0.771 to 0.894. This indicates that all statement items have a good level of validity, in accordance with the established standards. This significant range of correlation values also illustrates that the statement items have a strong relationship with the total score, indicating that they can be relied on as valid constructs to measure career development variables in this study.

Table 4. Results of the Validity Test of Organizational Commitment Variables (Z)

Indikator Pernyataan	Nilai <i>Pearson Product Moment</i>	r-Kritis (0,30)	Status
Z.1	0,888	0,30	Valid
Z.2	0,910	0,30	Valid
Z.3	0,879	0,30	Valid
Z.4	0,808	0,30	Valid
Z.5	0,851	0,30	Valid

Source: Processed primary data, 2024

From Table 4, it can be seen that all statement items of the organizational commitment variable (Z) show correlation values exceeding 0.30, with a range of values between 0.808 and 0.910. This indicates that each statement item has good validity, in accordance with the established standards. This fairly high range of correlation values also indicates that the statement items have a strong relationship with the total score, so they can be considered as valid constructs to measure the organizational commitment variable in the context of this study.

Job Demands Have a Positive and Significant Influence on Job Satisfaction at Nene Mallomo Regional General Hospital, Sidrap Regency (X1 Against Y)

Based on the results of data analysis and hypothesis testing that have been carried out, it was found that the variable of task demands has a significant influence on job satisfaction. This is indicated by the results showing that task demands (X1) significantly affect job satisfaction (Y). This finding is reinforced by the positive relationship between the two variables, which shows that the higher the task demands given, the higher the level of employee job satisfaction. This study provides empirical evidence that task demands contribute positively to job satisfaction at the Nene Mallomo Regional General Hospital, Sidrap Regency.

With the results of this test, it can be concluded that there is a significant influence between task demands and job satisfaction in the hospital environment. This finding emphasizes the importance of managing task demands in an organizational context, where appropriate and challenging demands can increase employee job satisfaction. Increased job satisfaction has the potential to improve individual and overall organizational performance, because satisfied employees tend to be more motivated, productive, and committed to their work. Therefore, the management of the Nene Mallomo Regional General Hospital must consider effective strategies in managing task demands to increase employee job satisfaction sustainably.

There are theories underlying the relationship between task demands and employee job satisfaction, namely Herzberg's Motivation-Hygiene Theory, Herzberg identified motivator factors and hygiene factors that influence job satisfaction. Task demands that include achievement, recognition, and responsibility can act as motivators that increase job satisfaction. However, if task demands are not balanced with adequate working conditions (hygiene factors), job satisfaction can decrease.

In a study conducted by Yurasti (2015), task demands had a significant influence on job satisfaction. Meanwhile, in a study conducted by Sari (2022), task demands had a negative influence on employee job satisfaction.

Career Development Has a Positive and Significant Influence on Job Satisfaction at Nene Mallomo Regional General Hospital, Sidrap Regency (X2 Against Y)

From the results of data analysis and hypothesis testing, it was found that work commitment (X2) has a substantial influence on job satisfaction (Y). The favorable relationship value strengthens this finding, indicating that the better the career development carried out, the higher the level of employee job satisfaction. This study provides empirical evidence that career development contributes positively to job satisfaction at the Nene Mallomo Regional General Hospital, Sidrap Regency.

With the results of this test, it can be concluded that there is a positive and significant influence between career development and job satisfaction in the hospital environment. This finding confirms the importance of career development in the context of the organization, where effective efforts in improving employee careers can improve their job satisfaction. Increased job satisfaction has the potential to improve individual and overall organizational performance, because satisfied employees tend to be more motivated, productive, and committed to their work. Therefore, the management of the Nene Mallomo Regional General Hospital must consider effective strategies in career management and development to improve employee job satisfaction sustainably.

Career development is a factor that is closely related to job satisfaction. The existence of clear career development opportunities and supportive training programs can increase employee engagement and motivation. Conversely, the lack of career development opportunities can lead to burnout and decreased job satisfaction. In the theory of Justice proposed by John Stacey Adams emphasizes the importance of perceptions of fairness in the workplace. Employees compare their inputs (effort, skills, time) and outputs (salary, recognition, career development) with their coworkers. If they feel that career development is distributed fairly, they will feel more satisfied with their jobs. Inequity in career development opportunities can lead to dissatisfaction and decreased motivation.

In a study conducted by Rulianti and Nurpibadi (2023); Anggraeni and Dewi (2023) and Putri et al, (2023) whose research results found that career development has a positive impact on job satisfaction.

Job demands have a positive and significant influence on organizational commitment at the Nene Mallomo Regional General Hospital, Sidrap Regency (X1 to Z)

Based on the results of data analysis and hypothesis testing conducted, it was found that the measurement value used was lower than the expected value for the variable of task demands on organizational commitment. This indicates that task demands (X1) have a strong influence on organizational commitment (Z). In addition, the value of the favorable relationship also strengthens this finding, indicating that the higher the task demands given, the higher the level of employee organizational commitment. This study provides empirical evidence that task demands contribute positively to organizational commitment at the Nene Mallomo Regional General Hospital, Sidrap Regency.

With the results of this test, it can be concluded that there is a positive and significant influence between task demands and organizational commitment in the hospital environment. This finding emphasizes the importance of proper management of task demands in the context of the organization, where adequate and challenging demands can increase employee organizational commitment. Increasing organizational commitment has the potential to improve individual and overall organizational performance, because employees who have high commitment tend to be more motivated, productive, and contribute positively to achieving organizational goals. Therefore, the management of the Nene Mallomo Regional General Hospital, Sidrap Regency must consider effective strategies in managing task demands to increase employee organizational commitment sustainably.

Task demands that support organizational goals can strengthen employee commitment to the organization. If employees feel that their tasks are relevant and contribute to the organization's mission, they are more likely to commit to achieving shared goals.

The theoretical basis of the relationship between task demands and organizational commitment is the Expectancy theory proposed by Victor Vroom, which explains that employee motivation depends on three factors: expectancy, instrumentality, and valence. If employees believe that they can meet task demands (expectancy), that meeting those demands will produce the desired results (instrumentality), and that those results are important to them (valence), then they will be more motivated and committed to the organization. When task demands are clear and realistic, and employees feel capable of meeting them, their commitment to the organization will increase.

In research conducted by Ventarini and Iskandar (2015); Zuraida et al (2013); Rohmah (2016) and Risal (2018) found that there is an influence of task demands on organizational commitment.

Career Development has a positive and significant effect on Organizational Commitment at Nene Mallomo Regional General Hospital, Sidrap Regency (X2 Against Z)

Based on the results of data analysis and hypothesis testing, it was found that the measurement value used was lower than the expected value for the career development variable on organizational commitment, and had a significant effect. This shows that career development (X2) has a significant impact on organizational commitment (Z). Meanwhile, the value of the beneficial relationship also strengthens this finding, indicating that the better the career development carried out, the higher the level of employee organizational commitment. The results of this study provide evidence that career development plays an important role in increasing organizational commitment at the Nene Mallomo Regional General Hospital, Sidrap Regency.

Employees who perceive organizational support in their career development tend to have higher levels of commitment. This is because they feel valued and recognized in their efforts to improve their skills and knowledge. Organizational commitment can be a direct result of the organization's investment in employee career development.

In Maslow's hierarchy of needs theory, it is stated that individual needs consist of several levels, from basic needs to self-actualization needs. Career development can be considered as the fulfillment of esteem and self-actualization needs. When organizations provide career development opportunities, employees feel that these needs are met, which increases their satisfaction and commitment to the organization.

This is in line with the research results of Handoko and Rambe (2018); Widyanti, et al (2020) and Hidayat (2015) which state that the more open a person's career development is in an organization, the more their commitment will increase.

Job Satisfaction has a positive and significant effect on Organizational Commitment at Nene Mallomo Regional General Hospital, Sidrap Regency (Y to Z)

Based on the results of data analysis and hypothesis testing, it was found that the calculated t value of the job satisfaction variable on organizational commitment was smaller than the t table value, but still significant. This indicates that job satisfaction (Y) has a significant influence on organizational commitment (Z). The correlation coefficient value showing a positive number further strengthens the findings. These results confirm a significant and positive relationship between job satisfaction and organizational commitment at the Nene Mallomo Regional General Hospital, Sidrap Regency. This means that the higher the level of job satisfaction felt by employees, the higher the level of organizational commitment that will be formed.

These findings provide important implications for the management of Nene Mallomo Regional General Hospital in an effort to improve organizational commitment through increasing job satisfaction. Good job satisfaction plays a crucial role in strengthening employee organizational commitment, which in turn can have a positive impact on the overall performance of the hospital. Therefore, hospital management needs to continue to pay attention to and manage the factors that influence job satisfaction in order to create a conducive work environment and support increased organizational commitment among employees.

High job satisfaction can be an important predictor of organizational commitment. Employees who are satisfied with their jobs tend to have greater loyalty to the organization. Good job satisfaction creates a positive bond between employees and the organization.

In the theory of job fit (Person Job Fit Theory) states that job satisfaction and organizational commitment increase when there is a match between the job and the employee's abilities and aspirations. When employees feel that their jobs match their skills and career goals, they will be more satisfied and committed to the organization. This fit creates a greater sense of accomplishment and involvement.

This is in line with the results of several studies which found that the better the job satisfaction, the higher the organizational commitment (Rosita and Yuniati, 2016; Zuraida et al., 2013; and Wardhani, et al., 2015).

Through a deep understanding of the relationship between task demands, career development, job satisfaction, and organizational commitment, the Nene Mallomo District General Hospital in Sidrap Regency can develop an effective human resource management strategy. Strengthening these aspects can help create a productive work environment, motivate employees, and increase commitment to the organization.

Personality has a positive and significant influence on Employee Performance through Work Motivation at the Nene Mallomo Regional General Hospital, Sidrap Regency (X1 Against Z through Y)

Based on the results of data analysis and hypothesis testing, it was found that the measurement of job satisfaction variables on organizational commitment showed a lower value than the expected value, but still had a real impact. This indicates that job satisfaction (Y) has a significant influence on organizational commitment (Z). The relationship value that shows a tendency further strengthens the findings. This finding confirms that there is a real and beneficial relationship between job satisfaction and organizational commitment at the Nene Mallomo Regional General Hospital, Sidrap Regency. This means that the higher the level of job satisfaction felt by employees, the higher the level of organizational commitment that is realized.

The results of this study have major implications for the management of Nene Mallomo Regional General Hospital. Increased task demands that are well managed can increase employee organizational commitment through increased job satisfaction. Therefore, hospital management needs to design and implement appropriate strategies to manage employee task demands in order to not only increase their job satisfaction but also strengthen their commitment to the organization. Thus, effective management of task demands is expected to provide a substantial contribution to the overall performance of the hospital through increased employee organizational commitment.

Self-Development has a positive and significant effect on Organizational Commitment through Job Satisfaction at Nene Mallomo Regional General Hospital, Sidrap Regency (X2 Against Z through Y)

Based on the results of the study through the online Sobel test, it was found that the measurement value of the self-development variable on organizational commitment through job satisfaction showed a significant influence, although the expected value was lower. This shows that career development (X2) has a real impact on organizational commitment (Z) through job satisfaction (Y). The relationship value that tends to be beneficial further strengthens this finding. Thus, the results of this test prove that there is a beneficial and substantial influence of career development on organizational commitment through job satisfaction at the Nene Mallomo Regional General Hospital, Sidrap Regency. This finding confirms that

job satisfaction has an important role as a mediating variable in increasing the impact of career development on organizational commitment.

The results of this study provide implications for the management of Nene Mallomo Regional General Hospital. Effective career development can improve employee organizational commitment through increased job satisfaction. Therefore, hospital management needs to design and implement a comprehensive and sustainable career development program. The program will not only improve employee job satisfaction but also strengthen their commitment to the organization. Thus, improving the quality of career development is expected to provide a positive contribution to the overall performance of the hospital through increased employee organizational commitment.

4. Conclusions

Based on the results of the analysis, hypothesis testing, and discussion, a conclusion is made that is expected to answer the formulation of the problem in the study at the Nene Mallomo Regional General Hospital, Sidrap Regency, namely as follows. Task demands and career development have a significant effect on increasing job satisfaction and organizational commitment, especially at the Nene Mallomo Regional General Hospital, Sidrap Regency. These two factors not only play a direct role in strengthening organizational commitment, but also play a role through job satisfaction as a mediating variable. The findings of the study at the Nene Mallomo Regional General Hospital, Sidrap Regency strengthen this, showing that job satisfaction can increase the influence of task demands and career development on organizational commitment. Thus, effective management of task demands and the provision of good career development opportunities are the keys to creating a work environment that supports increased organizational commitment through increased job satisfaction.

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