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The Effect of Career Training and Development on Job Satisfaction and its Implications for the Organizational Commitment of Regional Secretariat (SETDA) Employees of Jambi Provincial Government

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ABSTRACT

The purpose of this study was to determine The Effect of Career Training and Development both partially and simultaneously to the job satisfaction and the impact of Organizational Commitment. Using quantitative research methods, with a sample of 200 respondents from 665 populations. Data were analyzed using structural equation modeling. Career development has a positive and significant effect on job satisfaction of the Regional Secretariat (SETDA) employees of the Jambi Provincial Government. Training has a positive and significant effect on the job satisfaction of the Regional Secretariat (SETDA) employees of the Jambi Provincial Government. Career development and training together have a positive and significant effect on job satisfaction of the Jambi Provincial Government Regional Secretariat (SETDA) employees with a coefficient of determination (R2) of 51%. Career development, job satisfaction as partial has a positive and significant effect on the commitment of the Regional Secretariat (SETDA) employee organization of the Jambi Provincial Government. Career development, training, and job satisfaction together have a positive and significant effect on the commitment of the Jambi Provincial Government Secretariat (SETDA) staff with a determination coefficient value (R2) of 79%.

Keywords: Training, Career Development, Job Satisfaction, Organizational Commitment
JEL Classifications: M12, M54, N75

1. INTRODUCTION

A government employee is required to motivate himself more so that the performance produced by employees is better and is a measure or measure of whether an employee has carried out the duties and responsibilities that the organization has best given. There is an effort in the government in improving the commitment to employees of the state civil apparatus (ASN).

This is done in the context of career development, knowledge and capability of employees can be improved by including employees in various forms and types of technical and non-technical training. Career development according to (Celik et al., 2009) is defined as human resource management activities basically aimed at improving and increasing the effectiveness of the work carried out by workers so that they are able to provide the best contribution in realizing organizational goals.

In line with the government regulations of the Republic of Indonesia Number 18 of 2016 concerning Regional Apparatus, which regulates the Organizational Structure and Work Procedure (SOTK) for the Government of Jambi Province.

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of public services which are covered by various bureaucratic diseases, low commitment, decreased productivity and quality and complexity of increasing development problems.

The training aspect is increasingly important and urgent in improving the quality of apparatus or employees to have functional managerial and technical capabilities to influence the effectiveness of public services which are covered by various bureaucratic diseases, low commitment, decreased productivity and quality and complexity of increasing development problems:

1. Mutation of employee's position.
2. Charge the staffing department.
3. And through the special assignment commissioned by the State Civil Military Commission (KASN).

Gorla et al. (2010) state that organizations must play an active role in employee career planning. Career planning needs to be addressed because human resource plans to show a variety of organizational staffing needs in the future and are related to career opportunities. Career Development is a stage in the level of work that can be achieved by an employee through various processes based on prerequisites that must be fulfilled in an organization.

As often stated that in order to achieve organizational goals, individuals or competent human resources are urgently needed. In general, job satisfaction emphasizes attitudes, behaviors and actions that are productive and produce maximum results that must be owned and displayed by someone in carrying out a job that is his responsibility in order to be able to perform in work.

Knowledge is related to information that someone has. While skills are the ability of a person to do an activity or work. While the concept of behavior in this context is related to productive behavior that can be demonstrated when someone does work.

The fact shows that it is assumed that the commitment to employees in public services to the community has not been effective and efficient because the training background that was followed was very little, the education level was low, so that the employee could not provide trust, confidence and loyalty to the organization. Career development and the satisfaction with work possessed by officials have not fully supported the implementation of tasks in realizing quality service functions. This causes the prospect of public services tend to be less effective and efficient which further affects the implementation of government in the implementation of development. For this reason, the basic rules and clear tasks in carrying out the duties of an employee are as regulated in Law Number 05 of 2014 concerning the State Civil Apparatus, emphasizing that the commitment to employees to the organization where the employee is based is as explained in Article 11 of Law Number 05 of 2014.

To be able to carry out the tasks of public service, government duties, and development tasks, of course the State Civil Apparatus must have a profession and management apparatus based on the merit system or a comparison between the qualifications, competencies, and performance required by positions with qualifications, competencies, and performance owned by candidates in recruitment, appointment, placement and career development in positions that are carried out openly and competitively, in line with good governance.

The level of attendance and absence of employees greatly influences the commitment of employees to carry out their work, a low attendance rate resulting in delays in the completion of work that have an impact on the large number of services that is completed on time.

Thus, the implementation of tasks without support with training background, high discipline, strong commitment and job satisfaction possessed as mediating variables will reduce the efficiency and effectiveness of efforts to achieve service. In this regard, based on preliminary observations, the Regional Secretariat (SETDA) of the Jambi Provincial Government has not been optimal and serious in implementing Human Resource Development, both formally and informally. Besides that, it has not fully made efforts to arouse the passion for the commitment to employees in organizing. In reality there are still attitudes and behaviors that have not carried out service duties optimally, this condition is caused by most SETDA officials of the Jambi Provincial Government on average having a training background that is not yet sufficiently qualified.

In 2015 the reality that happened was the remaining budget money that experienced excess or often called SILPA that was returned to the regional treasury (KASDA), and for the Regional Device Organization secretariat that had the most remaining budget was the General Bureau, this was caused by many factors, among them due to differences in the standard price of goods with prices prevailing in the market, including also due to the collision between the governor's regulations and the rules made from the Central Government.

Then for 2016, what happened was that not a single Regional Apparatus Organization implemented budget increases from the APBD-Amendment, this was due to the central government's policy of implementing a budget moratorium or called to save blocking, a lot of the budget focused on infrastructure development. Then the General Bureau and the other bureaus that are in the secretariat have many budgets that are returned to Kasda or SILPA, this is caused by several things, namely the existence of activities that are not implemented or not implemented due to a very short time and also changes - Changing rules, both rules from the Central Government and rules in the Jambi Provincial Government itself. Another reason is that this year the Jambi Provincial Government has undergone a transitional government, from the old governor to the new governor, which resulted in the policies being implemented being hindered with new programs from the new governor, and the turnover period is very time consuming, so many activities that are not well implemented and budget absorption is minimal.

And for 2017, Regional Devices Organizations that meets or achieve 100% financial and physical/real targets are the Organizational Bureau, while the Law Bureau does not add budgets of the APBD-Amendment, because the bureau feels sufficient and

does not need to add budgets, there are also sanctions for each Regional Device Organization that often repays the remaining budget/SILPA or with the other name is unable to absorb or spend the given budget so that in the following year no additional funds or a larger budget is given than the previous year.

This condition makes the commitment to employees in the organization decrease. Therefore, the Jambi Provincial Government in this case needs to continuously strive to improve the form of employee commitment by making statements or promises to themselves about the commitment to carry out all tasks, functions, responsibilities, authorities and roles in accordance with legislation and the ability not to corruption, collusion and nepotism (KKN).

2. LITERATURE REVIEW

2.1. Training

Hanaysha and Tahir (2016) define training as the business activities of various skills and techniques for implementing certain, detailed, and routine work. (Grönqvist and Lindqvist, 2015) says that training is a short-term educational process that uses systematic and organized procedures in which employees or employees learn knowledge and technical skills in limited goals.

Meanwhile training according to (Memon et al., 2016). Training is to improve the mastery of a variety of specific, detailed, routine and needed work skills and techniques now. Training is not prioritized to foster the ability to carry out work in the future, but also increases work motivation. That is, training cannot prepare employees to assume heavier responsibilities than their current work. The same thing was stated by Ivancevich in (Sawyer and Gray, 2016) Training (training) is a systematic process to change the work behavior of a/group of employees in an effort to improve organizational performance.

Whereas according to the manpower service commission glossary of training terms (Khalili, 2016) training is defined as "a planning process for: Developing attitudes, knowledge or expertise through learning to improve performance effectively in its activities."

Bailey et al. (2016) explain that: "Training is not the method used to give new employees the skill(s they need to perform their jobs/ accordance with the training used to provide new methods or present employees skills needed to do the job they." Then (Khalili, 2016) further states that: "Training is essential a learning process. It can be concluded that training to provide new employees or there are now skills they need to improve their work performance. Training is basically a learning process. Dabkowski et al. (2011) define: "Training as an activity to improve current performance and future performance." Training is one form of education with the principles of learning. Training and development provides benefits to employees and companies, in the form of expertise and skills which will then become a valuable asset for the company.

Dabkowski et al. (2011) emphasize training as "a whole process, techniques and methods of teaching and learning in the framework of transferring knowledge from someone to others in accordance with the standards that have been applied." To achieve the expected goals, the process of education and training must contain the main elements of the curriculum, learning methods and techniques, instructors (teachers) and adequate fiber infrastructure/facilities.

According to (Kropp et al., 2008) "preparation of training programs is preceded by needs analysis activities, based on the results of the analysis compiled a curriculum that contains the formulation of objectives, teaching materials, teaching methods and evaluation of learning outcomes." In order to support the smooth implementation of the teaching and learning process, material and guidelines for implementing learning are arranged. Training will be successful if the process fills in the right training needs. Basically, the need is to meet the lack of knowledge, improve skills or attitudes with each varying level (Yang et al., 2016).

According to Roberts et al. (2010), the main advantage of the training needs (Needs Assessment) are that it can be determined in advance the target results of the training to be achieved for each training that will be developed and implemented.

Through comprehensive evaluation and refinement according to Eisenberger and Stinglhamber (2011) the implementation of the training will produce graduates in accordance with expectations. Thus training is intended to foster the ability, skills, and development of thinking skills of employees/employees, to increase the ability to issue ideas, so as to improve their performance effectively.

Grenfell (2013) defines it as follows: Education is related to increasing general knowledge and understanding of our environment as a whole (Education concerned with increasing general knowledge and understanding of our total environment). While training is an effort to increase the knowledge and expertise of an employee to do a particular job (framing is the act of increasing the knowledge and skill of an employee for doing a particular job).

2.2. Career Development

According to (National Career Development Association (U.S.), 2012) Career development is basically oriented towards the development of the organization/company in responding to business challenges to the future.

(Hurst and Good, 2009) say that a career is a series of jobs that are continuously carried out by someone in the same position. In other words, a career is a series of work carried out by an employee in a certain period of time for the same type of work or a series of work carried out by an employee from the beginning to reach a certain position.

Whereas according to (Siahaan et al., 2016), "career development system is a formal, organized, planned effort to achieve a balance between individual career needs and organizational work force requirement. It is mechanism for meeting the present and future human resources needs of an organizational.

According to (Hurst and Good, 2009), career development is the process of improving individual work abilities that are achieved

in order to achieve the desired career. Career development is a continuous process through which individuals go through personal efforts in order to realize the goals of their career planning tailored to the conditions of the organization.

Hurst and Good (2009) state that the relationship between the development of potential employees and careers can refer to formal education, work experience, relationships and the assessment of personality and abilities that will all help employees prepare for the future. Furthermore (Agarwala, 2008), said that several approaches from developing employee potential in relation to one's career are:

a. Formal education program; including short courses offered by consultants or university programs.
b. Assesment; a process in which multiple raster evaluate employees, performances on a member of exercises.
c. Job experiences; the relationship problems demands, tasks and other features that employees face in the ir jobs.

According to (Santos, 2016) in career development it is necessary to understand two processes, namely planning and implementing their own career planning and institutions designing and implementing career management.

(Lent, 2013) which states that organizations must play an active role in employee career planning. Career planning needs to be addressed because human resource plans to show a variety of organizational staffing needs in the future and are related to career opportunities.

2.3. Job Satisfaction

Bentley et al. (2013) state that "job satisfaction is the favorableness or unfavorableness with employees of their work view." (Job satisfaction is a pleasant or unpleasant feeling experienced by employees at work). Whereas (Bin Shmailan, 2016) defines job satisfaction: "is the way an employee feels about his or her job" (Job satisfaction is the way employees feel themselves or their jobs).

While (Thrun, 2014) defines job satisfaction as the general attitude of individuals to their work. An individual's attitude can involve being satisfied or dissatisfied with all dimensions of his work (Hanaysha and Tahir, 2016) suggests that job satisfaction is closely related to the attitude to employees to their own work, work situations, cooperation between leaders and fellow employees.

2.4. Organizational Commitment

According to Maertz et al. (2007) organizational commitment is the level to which employees is sure and accept organizational goals, and are willing to live together or leave the company in the end reflected on the absence and employee turnover rates. Organizational commitment comes from employees to complete various tasks, responsibilities and authorities supported by motivation (Riorini and Widayati, 2015). Define commitment as a condition in which an individual sided with the company and its goals and desires to maintain its membership in the company/organization.

Riketta and Dick (2005) formulated a theory about organizational commitment as a psychological construct that is characteristic of member relationships with their organizations and has implications for individual decisions to continue their membership in organization.

Harwiki (2016) further argues that the notion of organizational commitment as a state of psychology that characterizes employee relations with the organization or its implications that affect whether employees will remain in the organization or not, which are identified in three components: Affective commitment, continuous commitment and normative commitment. The definition of organizational commitment is interesting, because what is seen is a state of psychology of employees to remain in the organization. And this is felt to be very suitable for analyzing employee employee commitments in business organizations or organizations oriented towards nonprofits.

Employees feel proud to be in that organization. Third, the stage of internalization of individuals determines that organizational values intrinsically provides rewards that match the personal values of employees (Presbitero et al., 2016).

Stefanus further explained that organizational commitment as a set of feelings and beliefs possessed by leaders or superiors about the organization as a whole (Bailey et al., 2016). The employee organizational commitment models to consist of four categories called the antecedents of organizational commitment (Sukirno and Siengthai, 2011):

1. Personal characteristics.
2. Job characteristics.
3. Structure characteristics.
4. Job experience.

(Sukirno and Siengthai, 2011) states that there are three important things that are dimensions of employee organizational commitment, namely as follows:

1. Affective Commitment, (belief in the organization) is the emotional attachment to employees, identification and involvement in an organization.
2. Commitment Continuance/Continuation, (trust in the organization) is a commitment based on losses associated with the discharge of employees from the organization. This is because of losing seniority for promotion or benefit.
3. Normative Commitment, (loyalty to the organization) is the feeling of being obliged to remain in the organization because it must be like that, the action in the intent is indeed the right thing that must be and must be doing.

3. METHODOLOGY

The method used in this study is a quantitative survey research method of a descriptive approach, more specifically, the method or analytical tool used in this study is structural equation modeling (SEM) or a structural equation model. Structural model analysis is carried out with the aim to examine the relationship between latent variables (Latent Variable or LV) in the research model.

This study simultaneously tests various hypotheses proposed and explained in the previous chapter. There are two forms of

testing carried out in the analysis of structural models, namely the overall model compatibility test (GOF) and the conformity test of the structural model. Cause and effect analysis are needed to investigate the relationship and influence over the endogenous variables and the exogenous variables. The type of investigation into this study is causality. The unit of analysis in this study is individuals, namely employees that are at the Regional Secretariat (SETDA) of the Jambi Provincial Government. The time horizon in this study is Cross Sectional.

4. RESULT AND DISSCUSION

4.1. Result

Analysis of the measurement models on each construct produce a Confirmatory Factor Analysis (CFA) models on a conformity test (GOF), good validity and reliability in each construct. The next step is to combine the five constructs of the CFA model to produce a hybrid model (Full SEM). Based on the results of data analysis using LISREL 8.80, the overall suitability of the hybrid (full SEM) models is obtained as follows.

Based on Table 1, the seven suitability measures obtained have a good fit index of the measurement model, namely GFI, RMSEA, NNFI, NFI, IFI, RFI and CFI. While one other measure of conformity has an index of suitability for the marginal fit measurement model, namely AGFI. Thus it can be continued on the measurement analysis of the next hybrid model.

Hybrid Model (Full SEM) using Lisrel 8.80 is as shown in Figures 1 and 2

All indicators in formation of exogenous latent variables career development, training, as well as endogenous latent variables job satisfaction and employee commitment have good validity, this is indicated by all indicators having a Standardized Loading Factor (SLF) ≥ 0.5 or $t_{count} \geq 1.96$ (at $\alpha = 0.05$). Likewise, both exogenous and endogenous latent variables have good model reliability, this is indicated by all variables having reliability construct values > 0.70 (CR > 0.70) and extract variance values >0.50 (VE) >0.50).

The validity of career management indicators (career management) (X2) is an indicator with the largest standardized loading factor of a standardized value of 0.92 loading factors of forming career development variables. While career planning (career planning) (X1) is an indicator with the smallest standardized loading factor, which is 0.87. Construct reliability and variance extract of career development variables are 0.968 and 0.938. This shows that significant indicators in forming latent career development variables with career management indicators (career management) (X2) are dominant indicators in forming latent career development variables.

Then the indicator validity in formation of latent training variables, the training method (X4) is the indicator with the greatest validity of a standardized loading factor of 0.91 in forming training variables. While the indicator of training material (X3) is an indicator with the smallest validity with a standardized value of loading factors of 0.77. The reliability constructs and variance extract of organizational culture variables are 0.974 and 0.926. This shows that significant indicators in forming training latent variables with training method indicators (X4) are dominant indicators in forming training latent variables.

Table 1: Hybrid model SEM

Indicator GOF	Expected size	Estimated results	Conclusion
Size absolute fit			
GFI	GFI>0.90	0.93	Good fit
RMSEA	RMSEA<0.08	0.076	Good fit
Size incremental fit			
NNFI	NNFI>0.90	0.96	Good fit
NFI	NFI>0.90	0.96	Good fit
AGFI	AGFI>0.90	0.86	Marginal fit
RFI	RFI>0.90	0.94	Good fit
IFI	IFI>0.90	0.97	Good fit
CFI	CFI>0.90	0.97	Good fit

Source: Results of processing with LISREL 8.70

Figure 1: Model hybrid (full SEM) standardized

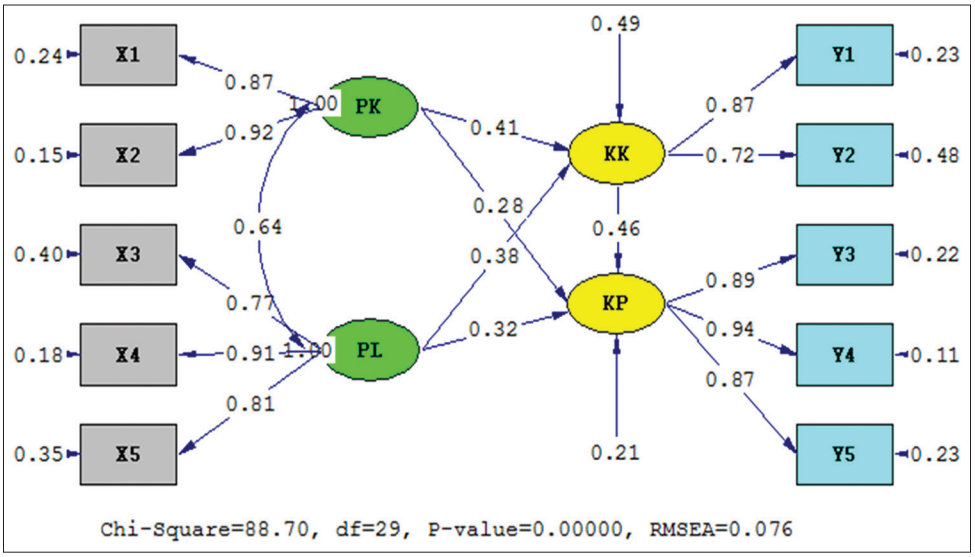
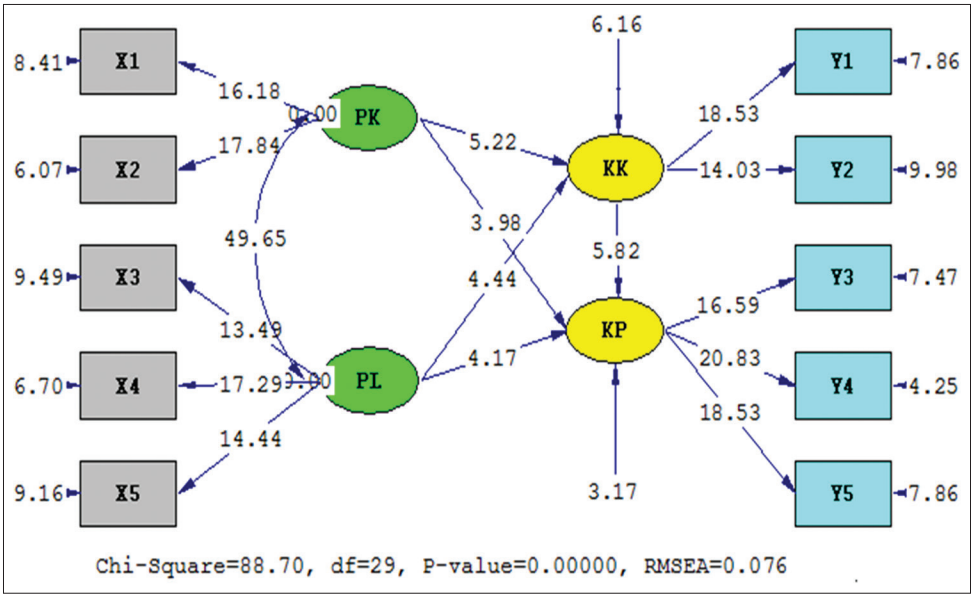


Figure 2: Model hybrid (full SEM) t-value



The validity of indicators in formation of latent variables of job satisfaction, organizational conditions (Y1) is the indicator with the greatest validity of a standardized value of loading factor of 0.87 in forming a variable job satisfaction. While the personal condition (Y2) is an indicator that becomes the indicator with the smallest validity with a standardized value of loading factors of 0.72. Reliability constructs and variance extracts of job satisfaction variables are 0.963 and 0.928. This shows that significant indicators in forming latent variables of job satisfaction with organizational condition indicators (Y1) are dominant indicators in forming latent variables of job satisfaction.

Likewise with the validity of indicators in formation of latent variable employee commitment, continuance commitment (Y4) is the indicator with the greatest validity of a standardized loading factor of 0.94 in forming employee commitment variables. while normative commitments (loyalty to the organization) (Y5) are indicators that are indicators with the smallest validity with a standardized loading factor of 0.87. Reliability constructs and variance extracts of employee performance variables are 0.980 and 0.943. This shows that significant indicators in forming the latent variable commitment to employees with continuance commitment indicators (trust in the organization) (Y4) are dominant indicators in forming latent variables of employee commitment.

In the test of the overall suitability of the model, it has the same stages as the suitability test of the measurement model. The results of this conformity test are in the form of the value of Goodness Fit of Statistics (GOF). While the conformity test of the structural model is carried out through examination of the significance of the estimated coefficient. If the value is $|\geq t| \geq 1.96$, then it shows that the coefficient is significant. The suitability test of the suitability of the structural model is the same as the conformity test of the full model. Then based on the results of the analysis with Lisrel 8.80 the overall structural equation model is obtained as shown in Figures 3 and 4.

Figure 3: Structural model (standardized)

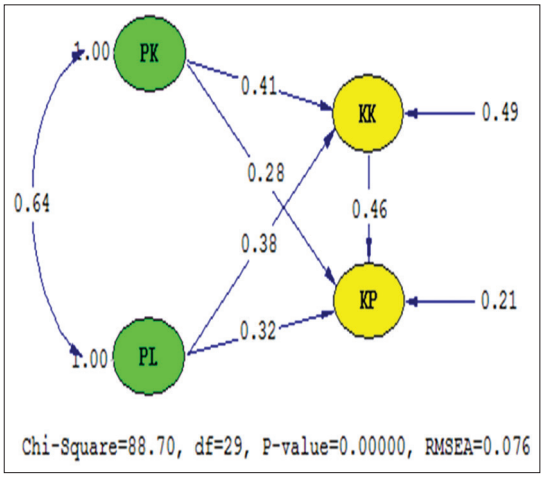
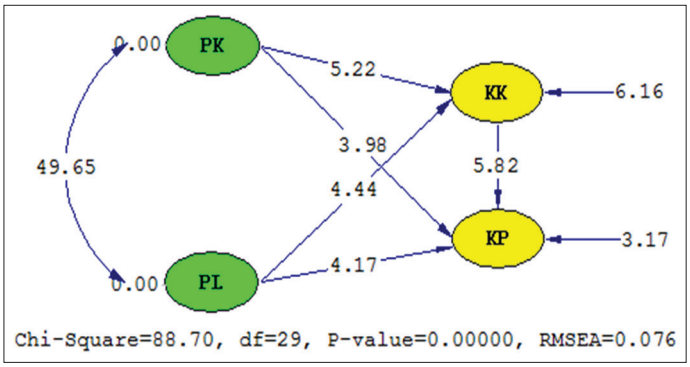


Figure 4: Structural model (t-value)



Based on Figure 4, it can be seen that there is a relationship between the independent variable and the dependent variable. The results of testing the significance of the relationship between latent variables, or the path of two latent variables. The coefficient value produced along with the value of tvalue. If the structural trajectory has a t_{value} of 96 1.96, then the coefficient of the trajectory

is declared significant, and if t_{value} is <1.96, it is concluded that the coefficient of the trajectory is not significant.

4.2. Discussion

4.2.1. Career development has a positive and significant effect on job satisfaction

Career development that is reflected by the high career management (career management) will be able to significantly influence job satisfaction, especially on the dimensions of organizational conditions at employees of the Jambi Provincial Secretariat (SETDA). Or these results also show that career development will be better formed if the career development of the Jambi Provincial Government Regional Secretariat (SETDA) is carried out by focusing on good career management by increasing the level of assessment and evaluation of employee career development. effective in accordance with applicable rules, so that it will have an impact on increasing job satisfaction mainly reflected by the high dimensions of organizational conditions through the high level of awareness to feel caring for and valued working in the current organization (Andrea et al., 2013; Griffith and Hoppner, 2013; Immanuel et al., 2003).

Career development has a positive and significant effect on job satisfaction. The results of this study are in line with the results of research conducted by (Joo and Ready, 2012) stating that career development has an influence on job satisfaction and career commitment. Likewise the results of this research hypothesis testing are in line with the results of research conducted by (Chung, 2011) which states that career development has no significant effect on employee job satisfaction (Bin Shmailan, 2016; Hanaysha and Tahir, 2016; Singh, 2013).

4.2.2. Training has positive and significant effects on job satisfaction

The results of data analysis with statistical tests proved that training mainly reflected on the dimensions of the training method (X4) have a positive and significant effect on job satisfaction, especially reflected by the organizational condition dimension (Y1) of 0.38, this path coefficient indicates that the contribution of training influences towards job satisfaction by 14.44%. This shows that if the training felt by the Jambi Provincial Government Secretariat (SETDA) employees especially on the high training methods it will be able to significantly influence job satisfaction, especially on the dimensions of organizational conditions for employees in the Jambi Provincial Secretariat (SETDA). Or this result also shows that training will run well if the training felt by the Jambi Provincial Government Secretariat (SETDA) staff focuses on good training methods by increasing the level of opinion that training too many variations will confuse and not focus, so it will the impact on increasing job satisfaction is mainly reflected by the high dimensions of organizational conditions through the high level of awareness to feel caring for and valued working in organizations today (Bailey et al., 2016; Hanaysha and Tahir, 2016).

The results of data analysis with statistical tests proved that training mainly reflected on the dimensions of the training method (X4) have a positive and significant effect on job satisfaction, especially reflected by the organizational condition dimension (Y1) of 0.38, this path coefficient indicates that the contribution of training influences towards job satisfaction by 14.44%. This shows that if the training felt by the Jambi Provincial Government Secretariat (SETDA) employees especially on the high training methods it will be able to significantly influence on job satisfaction, especially on the dimensions of organizational conditions for employees in the Jambi Provincial Secretariat (SETDA). Alternatively, this result also shows that training will run well if the training felt by the Jambi Provincial Government Secretariat (SETDA). Staff focuses on good training methods by increasing the level of opinion that training too many variations will confuse and not focus, so it will the impact on increasing job satisfaction is mainly reflected by the high dimensions of organizational conditions through the high level of awareness to feel caring for and valued working in organizations today.

4.2.3. Career development and training simultaneous have positive and significant effects on job satisfaction

The results of data analysis with statistical tests stated that career development and training together had a positive and significant effect on the job satisfaction of the Regional Secretariat (SETDA) employees of the Jambi Provincial Government, with a contribution of 51% jointly, while 49% were influenced by other variables besides career development, and training. Based on the three variables that influence job satisfaction, career development variables is partially the most dominant variable influence on the job satisfaction, which is equal to 0.41 or with contribution of influence of 16.81%.

The most dominant dimensions of career development are in the career management dimension (career management) while the most dominant training dimension is in the dimensions of the training method. This shows that career development carried out by the SETDA leadership of the Jambi Provincial Government with good career management through a good level of assessment and evaluation of the implementation of employee career development is effective in accordance with applicable regulations, supported by good training felt by employees The Regional Secretariat (SETDA) of the Jambi Provincial Government will be formed more highly if the training provided by the Jambi Provincial Secretariat (SETDA) have a good training method of a good level of opinion that training too many variations will confuse and not focus. So this will have an impact on the increasing work satisfaction with the Jambi Provincial Government Secretariat (SETDA) staff especially on the high dimensions of organizational conditions, namely by increasing the level of awareness to feel caring for and valued working in the current organization.

Thus the fact that the results of the study succeeded in proving that career development and training together had a positive and significant impact on employee job satisfaction in the Regional Secretariat (SETDA) of the Jambi Provincial Government. The results of this study complement some of the results of previous studies, such as the results of research from (Hurst and Good, 2009) stating that career development has an influence on the job satisfaction and career commitment; The results of research from (National Career Development Association (U.S.), 2012) which states that career development has no significant effect on

employee job satisfaction; The results of the study from (Memon et al., 2016) state that practical training will be able to improve employee job satisfaction; Research results from (Memon et al., 2016) which states that training is positively related to job satisfaction and service quality perceived by each employee. In addition, job satisfaction is positively associated with affective commitment; The results of the study from (Hanaysha and Tahir, 2016) which states that there is no significant relationship between training and employee retention. However, there is a significant positive relationship between training and employee job satisfaction.

4.2.4. Career development has a positive and significant effect on employee organizational commitments

The results of data analysis with statistical tests proved that career development, especially reflected on the career management dimension (career management) (X2) have a positive and significant effect on employee commitment, especially in the continuance commitment dimension (Y4) of 0.28, coefficient This pathway shows that the contribution of career development to employee commitment is 7.84%. This shows that if career development is primarily reflected by the high career management (career management) it will be able to significantly influence employees' commitment, especially in the continuance commitment dimension (trust in the organization) of employees in the Regional Secretariat (SETDA) of the Jambi Provincial Government. Or these results also show that career development will be better formed if the career development of the Jambi Provincial Government Regional Secretariat (SETDA) leadership is carried out by focusing on good career management by increasing the level of assessment and evaluation of the implementation of career development employees run effectively in accordance with applicable rules, so that it will have an impact on increasing employee commitment mainly reflected by the high dimensions of continuance commitment to high levels of trust in organizational goals and the level of trust that the role of the regional secretariat (SETDA) is important to regional development.

Thus the fact of the results of the study successfully proved that career development has a positive and significant effect on employee commitment. The results of this study are in line with the results of research conducted by (Sussman, 2012) stating that career development measured in terms of mentoring and job enrichment increases employee commitment. Likewise the results of this research hypothesis testing are in line with the results of research conducted by (Sukirno and Siengthai, 2011) which states that performance appraisal has a positive and significant impact on career development and career development has a positive and significant impact on employee commitment. However, performance appraisal has a positive but not significant effect on employee commitment.

4.2.5. Training has positive and significant effects on employee organizational commitments

The results of data analysis with statistical tests proved that training, especially reflected on the dimensions of the training method (X4) have a positive and significant effect on employee commitment, especially in the continuance commitment dimension (Y4) of 0.32, this path coefficient indicates that large the contribution to training influence on employee commitment is 10.24%. This shows that if the training felt by the Jambi Provincial Government Secretariat (SETDA) employees especially on the high level of training methods will be able to significantly influence employees' commitment, especially in the continuance commitment dimension (trust in the organization) of the government Regional Secretariat (SETDA) Jambi Province. Or this result also shows that training will be better formed if the training felt by the Jambi Provincial Government Secretariat (SETDA) staff focuses on good training methods by increasing the level of opinion that training too many variations will confuse and not focus, so will have an impact on increasing employee commitment mainly reflected by the high dimensions of continuance commitment through high levels of trust in organizational goals and the level of trust that the importance of regional secretariat (SETDA) participation in regional development.

Thus the fact of the results of the study successfully proved that training has a positive and significant effect on employee commitment. The results of this study are in line with the results of research conducted by (Riorini and Widayati, 2015). which states that skills training plays an important role in commitment. This research also emphasizes the importance of a work environment that is conducive to increasing commitment. Likewise the results of the hypothesis testing for this study are in line with the results of research conducted by (Bailey et al., 2016) which states that training has a significant influence on employee commitment, retention and performance improvement in the local municipality. Hypothesis testing results is in line with the results of (Bailey et al., 2016) study which states that there is a positive relationship between training and organizational commitment, a positive relationship between training and job satisfaction and a positive relationship between job satisfaction and employee commitment. The regression model shows that the predictor variable explains at least 29.7% of the variance in employee commitment. The results reveal the type of partial mediation because of the correlation between training (independent variable) and employee commitment (dependent variable) by incorporating job satisfaction (mediating variables).

4.2.6. Job satisfaction has positive and significant effects on employee organizational commitments

Job satisfaction, especially reflected on the dimensions of organizational conditions (Y1) has a positive and significant effect on employee commitment, especially in the continuance commitment dimension (Y4) of 0.46, this path coefficient indicates that the contribution to job satisfaction with organizational commitment is large. Employees of 21.16%. The satisfaction with the work of the Regional Government Secretariat (SETDA) of the Jambi Provincial Government, especially on the high organizational conditions, will be able to significantly influence employees' commitment, especially on the continuance commitment (trust in organization) dimensions of the Jambi Provincial Secretariat (SETDA). Or this result also shows that job satisfaction will be formed higher if the job satisfaction with employees in the Regional Secretariat (SETDA) of the Jambi Provincial Government is focused on the high need for power

through increasing the high level of awareness to feel caring for and valued working in the organization when this, so that it will have an impact on increasing employee commitment mainly reflected by the high dimensions of continuance commitment through high levels of trust in organizational goals and the level of trust that the importance of regional secretariat (SETDA) participation in regional development.

Job satisfaction has a positive and significant effect on employee commitment. The results of this study are in line with the results of research conducted by (Bailey et al., 2016) which states that there is a positive relationship between training and employee commitment, a positive relationship between training and job satisfaction and a positive relationship between job satisfaction and employee commitment. The regression model shows that the predictor variable explains at least 29.7% of the variance in employee commitment. The results reveal the type of partial mediation because of the correlation between training (independent variable) and employee commitment (dependent variable) by incorporating job satisfaction (mediating variable). Likewise, the results of the hypothesis testing for this study are in line with the results of research conducted by (Kassim et al., 2009) which states that there is a significant relationship between employee job satisfaction and the level of commitment and performance in solar power companies in the Lakezone region, so that the most solar power companies in the Lakezone region understands well the mechanism of job satisfaction with employee commitment and their organizational performance.

4.2.7. Career development, training, and job satisfaction together influence on employee organizational commitments

Career development, training, and job satisfaction together have a positive and significant effect on the commitment of the Jambi Provincial Government Regional Secretariat (SETDA) employee organization, with a contribution of 79%, while 21% is influenced by other variables besides development career, training, and job satisfaction. Based on the four variables that influence employee organizational commitment, partially the variable job satisfaction is the most dominant variable influence on employee commitment that is equal to 0.46 or with a contribution of influence of 21.16%.

The most dominant dimensions of career development are in the career management dimension (career management) while the most dominant training dimension is on the dimensions of training methods, and the most dominant dimensions of job satisfaction are on the dimensions of organizational conditions. This shows that the job satisfaction of the Jambi Provincial Government Secretariat (SETDA) employees will be better formed if the employee's job satisfaction is motivated by organizational conditions through high levels of awareness to feel caring for and valued working in the current organization.

Career development, training, and job satisfaction together have a positive and significant effect on the commitment of the Regional Secretariat (SETDA) employees of the Jambi Provincial Government. The results of this study complement some of the results of previous studies, such as the results of a study from (Joo and Ready, 2012) stating that career development measured in terms of mentoring and enrichment of work increases employee commitment. The results of the study from (Sukirno and Siengthai, 2011) which states that performance appraisal has a positive and significant impact on career development and career development have a positive and significant impact on employee commitment. However, performance appraisal has a positive but not significant effect on employee commitment the results of research from (Sawyer and Gray, 2016) which state that skills training plays an important role in commitment. This research also emphasizes the importance of a work environment that is conducive to increasing commitment; Research results from (Bailey et al., 2016) which states that training has a significant influence on employee commitment, retention and performance improvement in the local municipality; Research results from (Hanaysha and Tahir, 2016) which states that there is a positive relationship between training and employee commitment, a positive relationship between training and job satisfaction and a positive relationship between job satisfaction and employee commitment. The regression model shows that the predictor variable explains at least 29.7% of the variance in employee commitment. The results reveal the type of partial mediation because of the correlation between training (independent variable) and employee commitment (dependent variable) by including job satisfaction (mediating variable); Research results from (Riorini and Widayati, 2015). Which states that there is a significant relationship between job satisfaction and the level of organizational commitment.

5. CONCLUSION

Career development has a positive and significant effect on job satisfaction of the Regional Secretariat (SETDA) employees of the Jambi Provincial Government. This shows that the improvement or better career development carried out by the leadership will be able to improve employee job satisfaction. The dimensions that most reflect career development are career management (X2) with indicators of the level of evaluation and evaluation, while the dimensions that most reflect job satisfaction is organizational conditions (Y1) with indicators of verbal recognition.

Training has a positive and significant effect on the job satisfaction of the Regional Secretariat (SETDA) employees of the Jambi Provincial Government. Increased or higher training will be able to increase job satisfaction. The dimensions that most reflect training are training methods (X4) with indicators of the level of variation on methods offered, while the dimensions that most reflect job satisfaction is organizational conditions (Y1) with indicators of verbal recognition.

Career development and training together have a positive and significant effect on job satisfaction of the Jambi Provincial Government Regional Secretariat (SETDA) employees with a coefficient of determination (R2) of 51%, this shows that 51% of the variables of job satisfaction are able to be explained together -same by career development and training variables. Career development variables reflected on career management dimensions (career management) (X2), especially on the indicator level of evaluation and partial evaluation, are the most dominant variables in increasing job satisfaction which are reflected in the

organizational condition dimension (Y1) with verbal recognition level indicators.

Career development has a positive and significant effect on the commitment of the Regional Secretariat (SETDA) employee organization of the Jambi Provincial Government. This shows that the improvement or better career development carried out by the leadership will be able to increase employee organizational commitment. The dimensions that most reflect career development are career management (X2) with indicators of evaluation and evaluation levels, while the dimensions that most reflect employee organizational commitment are continuance commitment (Y4) with indicators of level of trust in organizational goals. and the level of trust in the prospects of the organization. Training has a positive and significant effect on the commitment of the Regional Secretariat (SETDA) employee organization of the Jambi Provincial Government. This shows that the increase or better training will be able to increase employee organizational commitment. The dimensions that most reflect training are the training method (X4) with the level of variation on the method offered, while the dimensions that most reflect employee organizational commitment is continuance commitment (Y4) with the level of trust indicators of organizational goals and the level of trust in prospect of the organization.

Job satisfaction has a positive and significant effect on the commitment of the Regional Secretariat (SETDA) employee organization of the Jambi Provincial Government. This shows that the increase or higher job satisfaction of the Regional Secretariat (SETDA) employees of the Jambi Provincial Government will be able to increase employee commitment. The dimensions that most reflect job satisfaction is organizational conditions (Y1) with indicators of verbal recognition, while the dimensions that best reflect employee organizational commitment is continuance commitment (Y4) with indicators of level of trust in organizational goals and the level of trust in prospects organization.

Career development, training, and job satisfaction together have a positive and significant effect on the commitment of the Jambi Provincial Government Secretariat (SETDA) staff with a determination coefficient value (R2) of 79%, this shows that 79% of employee organizational commitment variables able to be explained together by career development variables, training, and job satisfaction. The variable job satisfaction reflected by the dimensions of organizational conditions (Y1) with indicators of the level of verbal recognition partially is the most dominant variable in increasing employee organizational commitment which is reflected on continuance commitment dimensions (Y4) with indicators of level of trust in organizational goals and the level of trust in the prospects of the organization. An important finding from this conclusion is that besides being the most dominant variable, variable job satisfaction also acts as a full mediating variable in mediating career development and training in increasing the commitment of the Regional Secretariat (SETDA) employee organization of the Jambi Provincial Government.

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